

# Factors Affecting the Organizational Citizenship Behavior among Hospital Employees in Caraga Region

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## I. INTRODUCTION

### 1.1 Background of the Study

The healthcare industry has undergone, and continues to experience, a substantial degree of change in response to numerous economic, cultural, and political factors. Employees inside healthcare organizations can regularly engage in organizational citizenship activities that scholars have identified in literature as altruism, courtesy, conscientiousness, sportsmanship, and civic virtue to foster real progress, competent functioning, and excellent job results: behaviours that cover beyond those behaviours often noted in formal job descriptions (Ozsahin & Sudak, 2015; Turnipseed & Vandewaa, 2012).

Organizational citizenship behavior (OCB) is defined as a set of discretionary actions in the workplace that surpass the basic requirements of one's job. They are often defined as attitudes that go beyond the call of obligation (Bateman & Organ, 1983). OCB are additional function seen as the basis of deliberate feelings. These habits include voluntary innovation and creativity activities aimed at improving one's task or performance in the organization, persisting with more interest and dynamism to finish one's work, volunteering to take additional obligation, and encouraging some to do the same in the company. OCB relates to the effort to do additional things in the organization used by one employee. Helping peers to complete work or provide job support (Veličkovska, 2017).

According to Dekas et al. (2012) there has been no consistent recognition or understanding of the show of organizational citizenship behaviors, particularly within the healthcare industry. Studies have been carried out on OCB in the academic industry (Erturk, 2006) and also in schools (Paola & Costa, 2009) but there is a lack of empirical evidence indicating the existence of organizational citizenship actions in the hospital industry, which left a gap in this study to be explored.

Organizational Citizenship Behaviour in the hospital, conduct is most relevant and more important because patients require special treatment and good behavior of medical staff (doctors, nurses, pharmacists, etc.) in the handling of their cases. In strengthening morale and improving patients, OCB has a significant role to play (Mardani-Hamole and Heydari, 2009). Researchers also suggest that citizenship practices promote access and enhance the success of hospital objectives (Chu et al., 2005). OCB would also boost service quality, patient satisfaction and patronage, improve the corporate image of the hospital and result in organizational success.

Obviously, internal issues in the healthcare service sector have not been synchronized and are in line with the demand for public health programs to increase efficiency. Some notes related to the internal problems that tend to address; inconsistency of government policy in the health sector, absence of standard performance appraisal and reward programs, lack of coaching career inaccuracy, poor discipline compliance of indiscipline conduct and irregularity acts, weak leadership positions in each work unit, As well as a lack of sharing and assisting positions with friends, the low consciousness component of conducting activities in a more professional manner.

Unfortunately, it is not easy to improve OCB in the organization because staffs are unaware of its significance, believing that these types of behaviors are not important, especially in improving their efficiency. Because of this, when at work, they are more likely to indulge in undesirable and negative behaviors (Islam, Akter & Lecturer, 2015). Some of the key examples of those behaviors listed are absenteeism, stealing, taking unnecessary breaks, misconduct, being uncooperative with others and such. Therefore, the organization emphasizes the practice of OCB in order to reduce and overcome the occurrence of these negative and undesired traits. In organizational growth, improving the attitudes and behaviors of these workers can help (Lee, Kim & Kim, 2013). The organization's success therefore depends on the ability of workers to do their jobs outside their job description and to be a moral employee for the institution they work for (Markoczy & Xin 2004).

In Global Setting, Studies in Indonesia by Bolino et al (2004), in his research, OCB has no or even a negative relationship with the functions in organization and has a bad effect on employees. OCB history and consequential alternatives that Bolino raised include; OCB may take over in-role actions, making other employees look bad. OCB shows poor managing of employees, poor performance assessment, or employee conflict. In line with what Andrew and

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Cazares (2007) have argued that within an organization, OCB can cause inefficiency. For example, often assisting or informing other staff may contribute to a culture of dependence. Employees who are helped at all times should not learn to deal with potential problems.

In the study of Atluntas (2014), the hospital employees are not displaying Organizational Citizenship Behavior such as assisting, educating, tolerating, praising the organization, understanding is more likely to show negative behaviors of service quality reduction, non-sharing among team members, and conflict. This could trigger job dissatisfaction among hospital employees and decrease organizational commitment.

In the study of Sasmita (2019), in a socially active workplace, the pro-social nature of workers is expressed. While several studies have focused on employee pro-social behavior (extra role behavior), only a few have focused on the positive correlation between organizational citizenship and engagement. When workers are positively concerned with jobs, the organization's ingenuity and extra function are manifested. Employee engagement is a good forecaster or indicator of the actions of organizational citizenship that indicates the additional behavior of the position. The action of organizational citizenship suggests that workers are committed and are willing to go an extra mile. A strong correlation between the dimensions of engagement and OCB is seen in the studies taken. In predicting organizational citizenship actions, certain factors such as absorption, commitment and vigor and employee engagement are found to be more vociferous. As a consequence, if these aspects are stressed, a transition may be made in the manner in which workers are involved. Contrary to organizational citizenship behavior, factors such as altruism, sportsmanship, courtesy, consciousness and civic virtue are seen to be positively linked to participation.

In the Philippine Setting, Hospital workers also face stressful situations, including organizational citizenship behavior that can affect their behavior. Deficiencies in the organizational citizenship actions of workers, however, can lead to weak individual and group results, which in turn can lead to poor health services provision. It is obvious that the latter could endanger public health and interfere with the process of national development.

In Caraga region, from the study of Juera et al. (2020) on the Structural Equation Model on Organizational Citizenship Behavior Among Personnel of Hotels in Caraga Region, it is recommended that workers themselves continue to work hand-in-hand in terms of corporate citizenship behavior, often cooperate and recognize every strength and weakness as individuals continue to fulfill their duties and responsibilities, so that everyone has a contribution to achieving the company's goals. Without compromising the benefits, salaries and incentives that workers deserve to provide, the department will launch projects and events that will strengthen and motivate hospital staff to work well and be an asset throughout the organization. In various types of organizations, studies of performance-related factors have investigated the roles of organizational citizenship behavior. However, there are limited studies that have been conducted that examined how far organizational citizenship behavior has contributed to the success of the hospital industry in CARAGA region.

Since there has been no consistent recognition or understanding of the show of organizational citizenship behavior, particularly within the healthcare industry and there is a lack of empirical evidence indicating the existence of organizational citizenship actions in the hospital industry. These gaps in current literature prompted the researcher to study and analyze the factors influencing the Organizational Citizenship Behavior among Hospital Employees in Caraga Region, Philippines.

### **1.2 Framework**

#### **1.2.1. Theoretical Framework**

The research framework is based on the many theories of Organizational Citizenship behavior, Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment.

Variables	Theories	Author
Organizational Citizenship Behavior (Dependent Variable)	Extra Role Behavior Theory Social Exchange Theory	(Katz and Kahn, 1966 George Homans (1958)
Leadership	Relationship Leadership Theory	James MacGregor Burns (1978) and Bernard M. Bass (1985)

JobMotivation	Herzberg's MotivationTheory	Frederick Herzberg (1964)
Organizational Climate	Person Environment FitTheory	Kurt Lewin(1936)
JobSatisfaction	Motivator-Hygiene Theory	Frederick Herzberg (1964)
Organizational Commitment	Three Component Model of Commitment Theory	John Meyer and Natalie Allen(1991)

Figure 1.1. Theories related to each variable

OCB refers to the extra-role behavior of employees, along with helping others beyond the call of duty within the organization. OCB is regularly discretionary and is no longer recognized through the use of an organization's formal reward systems but is important for the business enterprise's positive functioning (Kim, 2019). An organizational citizenship scale consisting of civic virtue, altruism, conscientiousness, sportsmanship, and courtesy as sub-dimensions is provided by Podsakoff et al, (n.d). OCB can also decorate businesses that function in variousways.

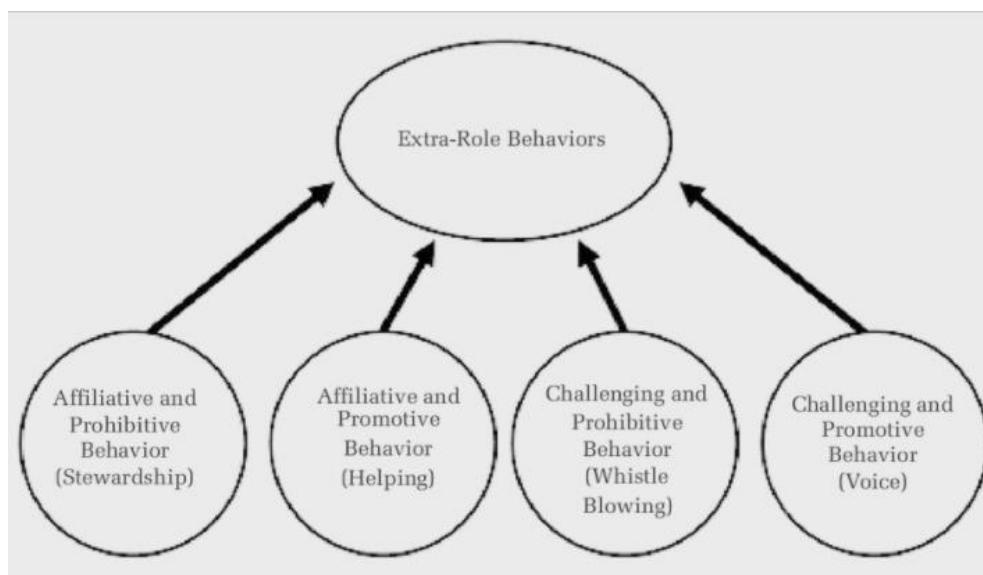


Figure 1.2 Four Types of Extra-Role Behaviors

Source: (Van Dyne et al., 1995).

Organ (1988) indicates several OCB advantages that could contribute to organizational performance. These advantages includes facilitating the coordination of things to do between group individuals and across workgroups, enabling agencies to attract and maintain superb employees, enhancing worker or managerial productivity, and enhancing the capacity of the organization to adapt to environmental change.

Also, Bolino et al, (n.d.) suggest that OCB enhances overall organizational performance as it contributes to social capital, which is the company's aggressive benefit phase. They locate that OCB helps build structural, relational, and cognitive social capital among people. That is, they endorse that OCBs collectively deliver individuals by increasing the wide range of staff ties and by shaping links and contacts that should be used in work later on.

George Homans' theory of social exchange is also related to organizational citizenship behavior, as quoted in Baxter and Braithwaite (2008), presented in 1958, also considers exchange as a social action that can lead to economic and social effects (Lambe et al., 2001). The model that emerges to explain the theory of social exchange (Searle, 1990) consists of five key elements: rationality, reciprocation, justice, exchange, mutual gain. First, the behavior is based on the notion of rationality that the more people act in this manner, the more a behavior results in a reward. Second, the relationship is based on reciprocation, that each individual will benefit the other in the relationship, as long as it is fair and the exchange parts are essential to the respective parties. Thirdly, social exchange is based on the principle of justice,

there should be a standard of equality in handling behavior in each exchange, that is, when compared to a broader network or third parties and fourth parties, the exchange must be seen as fair. Fourth, in the exchange relationship, Individuals will strive to increase their profits and of their expenses, and fifth, people will engage in a partnership out of a sense of mutual gain rather than coercion. Coercion, therefore, should be minimized.

The Social exchange theory (SET) is considered as an important theoretical paradigm for understanding and clarifying human behaviors at work (Cronan & Mitchell, 2005). The theory of exchange has at its foundation the idea of prizes, assets, and expenses. To describe the benefits of social exchange, both resources and rewards are used. These are the fulfillments achieved by being in a social exchange relationship (Thibaut & Kelley, 1959). SET means stay considered as commodities, which are transmitted behaviorally during an exchange (Delamater, 2003). Blau (1964) commends that the costs associated with the exchange relationship can involve penalties or other negative experiences, energy spent or rewards missed (opportunity costs) by selecting one behavior over another. Blau (1964) argues that the central process of social life underlying the relationships between individuals and groups is social exchange.

The third theory is Relationship Leadership Theory by James MacGregor Burns (1978) and Bernard M. Bass (1985). The leadership variable is linked to this principle. It is a theory of leadership in which a leader partners with teams to identify the desired change, develop a vision to guide the change through creativity, and execute the change in tandem with dedicated group members. The transformational theory of leadership, also called the partnership theory, studies successful leadership as a result of a supportive relationship between leaders and team members. Transformational leaders are empowering and encouraging by their excitement and zeal. They are a prototype for their teams, and they keep themselves at the same standard they demand from others.

Relationship leadership theory operates through a variety of mechanisms to improve followers' enthusiasm, trust and job performance; these include connecting the follower's sense of identity and self to a project and the mutual identity of the organization; being a role model for followers to inspire them and fuel their engagement in the project and challenging followers to take on the project.

The fourth theory is Herzberg's Motivation Theory by Frederick Herzberg (1964). This theory is related to the Job Motivation Variable. Herzberg claims that there are two variables that can be changed by a company to affect organizational morale. These variables are motivators that will inspire employees to work harder, and hygiene variables that may not encourage employees to work harder, but if they are not present, they can allow them to become unmotivated.



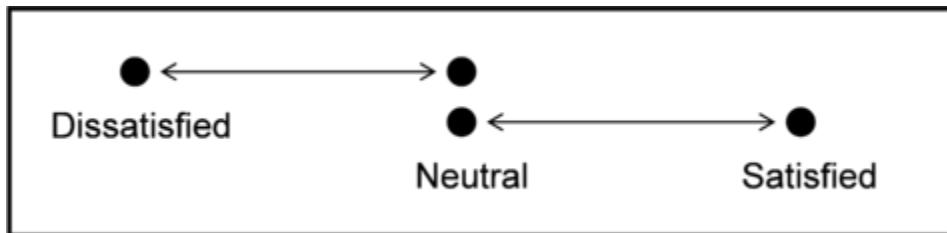
Figure 1.3 Herzberg's Two Factor Theory

Motivation factors or intrinsic motivators appear to reflect less concrete, more emotional needs, i.e. the kinds of needs defined in the "relatedness" and "development" divisions of needs in the ERG theory and in the higher stages of Maslow's hierarchy of needs. Tough jobs, recognition, partnerships, and growth capacity are inherent motivators. Managers need to understand that while these needs can fall beyond the more conventional reach of what a workplace ought to provide, they can be vital to good individual and team success.

The fifth theory is Person Environment Fit Theory by Kurt Lewin (1936). This theory is related to the Organizational Climate variable. The degree of fit, or match, between employee and employees work environment is person-environment fit. The principle behind person-environment fit is that everyone has a work environment that is most compatible with them. Based on the principle of Kurt Lewin the behavior is a person and environment feature.

Interests, preferences, KSAs (knowledge, skills and abilities), personality characteristics, values, and objectives are characteristics on the personal side of the equation. Environmental considerations may include such aspects as personal standards, work demands, job features, and the company's culture and values. The basic rationale of the principle is simple: All sorts of positive things happen if workers work in an atmosphere that is optimally compatible, such as better work mood, productivity, and less tension.

The sixth theory is Motivator-Hygiene Theory by Frederick Herzberg (1964). This theory is related to the Job Satisfaction variable. Herzberg's motivator-hygiene theory suggests that employment satisfaction and frustration are not just two opposite ends of the same continuum, but instead they are two separate words that are also unrelated. 'Motivating' considerations such as salaries and benefits, recognition and success need to be fulfilled in order for an individual to be satisfied with work. On the other hand, 'hygiene' variables are correlated with workplace dissatisfaction (such as working conditions, business policies and structure, workplace protection, peer contact and management quality).



**Figure 1.4 Graphical Representation of Herzberg's Description of Satisfiers and Dissatisfiers**

Because it is considered that both hygiene and motivational factors are separate, employees will not be pleased or unhappy. This theory postulates that when hygiene factors are minimal, the employee is dissatisfied, but when these factors are large, it means that the employee is not dissatisfied (or neutral), but not necessarily satisfied. The motivator variables depend on whether or not an employee is satisfied. In addition, it is thought that the employee is deemed to be satisfied when motivators are met. This distinction may not help to account for the ambiguity of the emotions of an employee, as they can at the same time feel both pleased and dissatisfied; or neither pleased nor dissatisfied.

Finally, the Three Component Model of Commitment Theory by John Meyer and Natalie Allen (1991). This theory is related to the Organizational Commitment variable. The 3-component model is a prominent principle in organizational involvement (or TCM). The model claims that there are three distinctive components to organizational engagement. First, affective dedication is an emotional commitment to a company. It is the relationship of the employee with the organization, and they are likely to stay if they have a high degree of affective engagement. If they want to stay, they stay.

Second, the dedication to consistency is the degree to which the employee feels it will be expensive to leave the company. If the employee has a high degree of loyalty to consistency, they will remain in a company because they know they deserve to continue. They may believe, for instance, that leaving their job may lead to an unreasonable period of unemployment. On the other hand, if they quit a well-respected institution, such as a top law firm or consulting firm, they might believe they will lose a certain degree of status. The third normative obligation is the degree to which the employee feels obligated to the company or believes that the best thing to do is to continue. Here, they feel that they should stay.

### **1.2.2 Conceptual Framework**

The conceptual framework of the study is anchored on the Organizational Citizenship Behaviour mentioned above. Leadership Factor, Job Motivation Factor, Organizational Climate Factor, Job Satisfaction Factor, and Organizational Commitment Factor are identified as independent variables. On the other hand, Organizational Citizenship Behaviour serves as the dependent variable. While age, sex, and Number of Years in service serve as the moderating variables of the study.

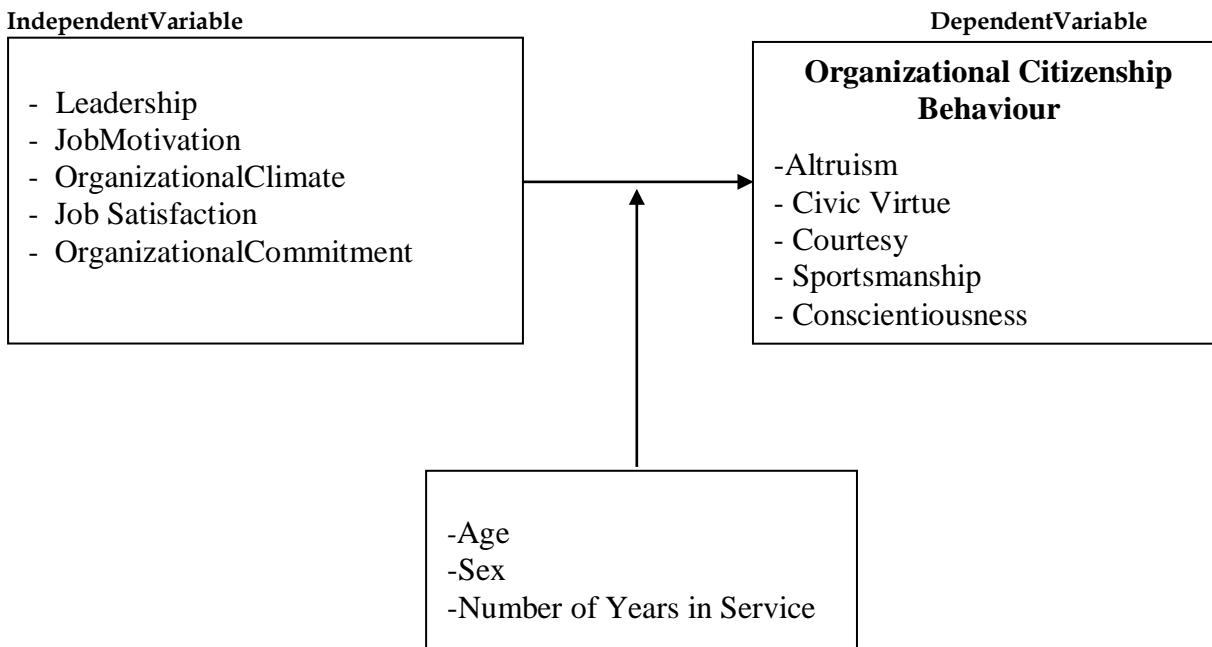


Figure 1.5 Research Paradigm

The first factor is the Leadership variable of which is related to Relationship Leadership Theory by James MacGregor Burns (1978) and Bernard M. Bass (1985). Leadership with successful skills will help leaders gain employee confidence, making other tasks less difficult to perform because of employee faith in their leadership. In addition, leadership skills help leaders to guide workers in the correct way, pursuing the organisation's vision and mission (Hao & Yazdanifard, 2015). The management style impacts the value of existence at work (Swamy & Nanjundeswaraswamy, 2014). Transformational leaders may direct the employees to movements that exceed the particular position better than transactional ones (Khan, Ghouri, & Marinah Awang, 2013; Malik, et al., 2016; Lian & Tui 2012, 2015). The emphasis of transformational leaders is on the organization, and their action is focused on the commitment of followers to organizational objectives, while the emphasis of the carrier chief is on followers, and the subordinates' outcome is the achievement of organizational objectives.

Relationship leadership is a type of leadership in which staff feels encouraged, driven and driven by leaders to innovate and drive change that will help expand and influence the future growth of the business. This is achieved by setting a precedent at the executive level with a strong sense of corporate ethos, employee ownership and liberty in the workplace. Transformational leaders inspire and motivate their employees without micromanaging; they trust professional staff to take charge of decisions in their delegated jobs. It is a management approach intended to provide staff with more room to be creative, futuristic, and innovative. Employees on the leadership pathway will also be prepared to become transformational leaders themselves through mentorship and training. Leadership factor will be measured specifically by using the indicators Values and Behavior of the Leader, Support provided by the leader, and Leadership quality.

The second factor is the Job Motivation variable which is associated with Herzberg's Motivation Theory by Frederick Herzberg (1964). Motivation is a psychological situation resulting from the interaction between the needs of employees and the external component that affects the behavior of an employee (Danim, 2004). According to George and Jones (2005), there are three pointers of job motivation: 1). The behavioral way which refers to the behavior that individuals select when they work; 2). Effort level, referring to how hard a man or woman strives to work; and 3). In the face of the problem, focus on someone's intellectual level of persistence.

The two-factor theory is closely related to Maslow's hierarchy requirements, but it has incorporated more factors to decide how people in the workplace are driven. This theory indicated that it would not encourage them to make efforts to meet the desires of persons at the lower level (extrinsic or hygiene variables), but would only keep them from being dissatisfied. In order to inspire workers, higher-level needs (intrinsic or motivational factors) must be provided. The implication for organizations to use this theory is that meeting the extrinsic or hygiene factors of employees will only stop employees from becoming actively dissatisfied, but will not motivate them to make additional efforts to improve performance. Organizations should concentrate on having intrinsic or motivation factors in order to inspire workers (Robbins, 2009).

The third factor is the Organizational Climate Variable which is related to Person Environment Fit Theory by Kurt Lewin (1936). The organizational climate is characterized by the members' beliefs, feelings, and attitudes of the

members of an organization on the basic foundations in the company that represent its customs, morals, and attitudes in the current organizational culture and have a positive or negative effect on individual actions (Haritha & Subrahmanyam H.E.V., 2013). The organizational climate is a blend in any working environment experienced directly or indirectly by workers, and reflects a significant factor in shaping workers actions. Moreover it is a mixture of the workplace, perceived directly or in a roundabout way by leaders, and considered notable control in influencing employees' behaviour (Permarupan, Mamun, Saufi, & Zainol; 2013). Organizational climate is about people's existences within a company which could lead a significant effect on influences such as efficiency, results which job satisfaction, organizational engagement and attitudes that increase mental energy and improve staff morale and desire to learn and change behaviors and eventually affect the organization's success.

Personal characteristics may include the biological or psychological interests, beliefs, priorities, skills, or personality of an individual, while environmental characteristics may include intrinsic and extrinsic incentives, work or function demands, cultural values, or characteristics of other persons and groups in the social atmosphere of the person (French et al., 1982). Person-environment fit has held a leading role in industrial and occupational psychology and related areas because of its major workplace consequences (for a review of theories that address person-environment fit in organizations, see Edwards, 2008).

The fourth factor is Job Satisfaction Variable which is related to the Motivator- Hygiene Theory by Frederick Herzberg (1964). Job satisfaction refers to the wishes and good outlooks that people have about the job, emotional feelings that are supportive and productive after the work has been completed. The lack of work satisfaction creates low morale for workers and affects the organization's productivity. (Talachi, Gorji, & Bin Boerhannoeddin, 2014). Job satisfaction is a multidimensional term which consists of the individual's skills, attitudes, principles and value systems. In order to have work contentment, workers need to have the features of great outlooks and behaviors, commitment, and transparency. In addition, to achieve skills and job satisfaction that are required to influence and exploit their satisfaction, they should have imperative thought and unique preparation, and that effect in an excellent feeling, wonderful mood, transparency, and accountability to them and others (Ravari, 2012).

Under the principle of Herzberg (1966), staffs who show satisfaction with both motivator and hygiene factors should be high performers; while low performers should be those who are unhappy with both factors. It is an emotional response that accompanies work-related actions or thoughts, whereas the process that activates behavior is motivation. Since satisfaction is an attitude, it is possible for a worker to be satisfied but not motivated with his work. Motivation and satisfaction, therefore, are not synonymous with one another. The difference between the concepts is important to clarify so that it is easier to understand that motivation leads to satisfaction, which ultimately leads to performance.

The last factor is the Organizational Commitment Variable which is related to the Three Component Model of Commitment Theory by John Meyer and Natalie Allen (1991). Organizational commitment is characterized as a perception of an organization's member's psychology against his commitment to the organization with which he operates. Organizational commitment plays a critical role in deciding if an individual can continue with the company for a prolonged period of time and strive passionately to accomplish the organization's objective.

Organizational commitment conceptualization is composed of affective, on-going, and normative responsibilities (Meyer & Allen 1984; Allen & Meyer 1990). Affective organizational commitment is described according to these three components: "emotional attachment to", "identification with", and "participation in the organization (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989. Moreover, the affective domain is deemed to be the most important form affecting the behavior of employees within their organizations. When they have a deep emotional commitment to their organizations, workers appear to accomplish more positively for their organizations; thus, their high affective organizational involvement, like OCB. This is the degree of involvement that an individual would consider it would be costly to leave a company.

Organizational Commitment is classified into continuance and normative commitment. Continuance Commitment when an employee has a degree of consistency of loyalty, this means that employees tend to remain for a longer period of time in the organization because they know they have to stay, and they have already spent more resources and feel committed to the mental and emotional connection of the organization. And normative commitment, which is the degree of loyalty that an individual feels compelled to remain in the company; this means that employees know that the best thing to do is to stay in the organization.

The dependent variable, is Organizational Citizenship Behavior, the indicators include Altruism, Civic Virtue, Courtesy, Sportsmanship, and Conscientiousness which are anchored on the theory of Extra Role Behavior by Katz and Kahn (1966).

Altruism is described as a discretionary behavior to assist various colleagues in performing duties and solving work-related problems (Organ, 1988). In other words, altruism refers to behaviors that aim to support a specific individual immediately to emphasize motivate their co-workers either to do their job or when they have problems. It results in extending the overall performance of individuals as well as the effectiveness of the group by practicing this behaviour (Sharma & Jain, 2014). Also, as mentioned with the help of Yen and Neihoff (2004), altruism will be a useful

resource in teamwork and cooperation, as a consequence of allowing employees to improve their knowledge.

Organ (1988) defines civic virtue as the endorsement and support of and participation in organizational policies. This dimension indicates that the employees are responsible for involving and supporting strategies, becoming volunteer committees, or attending organized functions by the organization (Sharma & Jain, 2014). These participants are truly concerned with the organization's image and reputation (Redman & Snape, 2005). They can be considered to have a high level of organizational interest and loyalty (Polat, 2009). Highlighting Nielson, Bachrach, Sundstrom, and Halfhill (2014), this behavior always contains giving constructive feedback or suggesting solutions to issues. Attending non-required conferences and keeping track of current activities in the organization are some examples of this behavior (Organ, 1988). Finally, a high degree of civic virtue had an interest in operations that benefit to promote the company's reputation.

Courtesy is considered as avoiding problems from occurring and taking required actions to reduce the impact of the problems in the future (Muthuraman & Al-Haziazi, 2017). Shanker (2016) also highlighted courtesy as a form of behavior in which staffs notify their peers of alterations that can directly or indirectly affect the job, helping them to prepare for upcoming difficulties that will come. This is aimed at the participants who give advance notices, timely reminders, and appropriate information when necessary are some examples of courtesy (Sharma & Jain, 2014). Podsakoff, MacKenzie, Paine, and Bachrach (2000) noted that less intergroup conflict and time to deal with conflict management activities are provided by staffs who implemented courtesy. Nevertheless, highly courteous employees will always demonstrate behavior that will prevent them from creating problems, thus being more cautious and careful about any actions that may affect their peers. Finally, courtesy also contributes to OCB, according to Dimitriades (2007), because it helps to avoid relationships problems at work.

Sportsmanship refers to the actions of participants in dealing with unexpected inconveniences that occur without any complaint in the organization and yet still do their best (Ehtiyar, Akta&Ömüri, 2010). On the other hand, Nielson et al. (2014) view that when problems arise in the workplace, then employees will not easily complain. One instance of sportsmanship is refraining from scattering fake news in the department. Youssef and Luthans (2007) indicated that highly focused people will not complain about current problems because they think about future improvements. In a larger image, they also perceive everything, resulting in less chance of overreacting to negativity.

Sharma and Jain (2014) cited conscientiousness as spending an enough amount of time and effort for the sake of individuals and the efficiency of the group beyond their formal job requirements. Conscientiousness, according to Organ (1988), employee behaviors such as punctuality, job attendance preservation, and compliance with rules are associated with it. They regarded themselves as part of the organization and, therefore, knew their limitations and duties. In addition, they practice discretionary behavior in the form of adhering to the organization's rules and regulations, even without someone or workmates overseeing them (Redman & Snape, 2005). Those with this characteristic will work additional hours, complete tasks prior the deadline, and prevent an unnecessary extended break (Ehtiyar et al., 2010). Previous studies by Yen and Niehoff (2004) have shown that this worker will remain informed and updated with current knowledge of the products or services offered.

### **1.3 Statements of the Problem**

The study was conducted to examine the factors that affect the Organizational Citizenship Behavior in Caraga Region. In particular, the study aimed to answer the following specific problems:

1. What is the level of Organizational Citizenship Behaviour of hospital employees in Caraga Region in terms of:

1.1 Altruism\

1.2 Civic Virtue

1.3 Courtesy

1.4 Sportsmanship

1.5 Conscientiousness

2. Do the factors Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment significantly affect the Organizational Citizenship Behaviour using the indicators altruism, Civic Virtue, Courtesy, Sportsmanship and Conscientiousness?

3. Is there a significant difference on the Level Organizational Citizenship Behaviour when respondents are grouped to:

3.1 Age

### 3.2 Sex

#### 3.3 Number of Years inService

4. Does the respondent's age, sex, number of years in service significantly moderate the relationship between the independent variables Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment and the dependent variable Organizational Citizenship Behaviour?
5. What is the profile of the hospital employees according to:

#### 5.1 Age

#### 5.2 Sex

#### 5.3 Number of Years inService

## **1.4 Hypotheses**

This study tests the following null hypotheses:

H<sub>0</sub>1: The independent variables Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment do not significantly affect the Organizational Citizenship Behaviour.

H<sub>0</sub>2: There is no significant difference on the factors affecting the Organizational Citizenship Behaviour when grouped according to age, sex and number of years inservice.

H<sub>0</sub>3: The respondent's age, sex and number of years in service do not significantly moderate the relationship between the independent variables Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment and the dependent variable Organizational Citizenship Behaviour.

## **1.5 Objectives of the Study**

Primarily, this study was conducted to examine the contribution of Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment on the Organizational Citizenship Behaviour among hospital employees in Caraga Region. Second, it measures the level of organizational citizenship behavior in Caraga Region. Third is to measure the significant difference of organizational citizenship behavior when respondents are grouped into age, sex and number of years in service. Fourth, it measures the moderating effect of age, sex, and number of years in service to the independent variables and dependent variable. Lastly it aims to identify the demographic profile of hospital employees in Caraga Region.

## **1.6 Significance of the Study**

This research intends to give information about the factors that affect the Organizational Citizenship behavior. Thus, this research is significant to the following:

- Hospital Administrators - This study will benefit hospital administrators by designing techniques that increase engagement and the rate of emotional involvement that have a greater impact on citizenship conduct and ultimately enhance the quality and effectiveness of the organization's activities.
- HR Managers - This study can be useful for HR managers to increase understanding and the value of individuals, relationships, and the need to tolerate individual differences to promote support and collaboration between workgroups.
- Hospital Employees - This research permits employees to sense more control over their activities and feel better about extending help with others in the organization. Both of these components could lead people to meaningful work experience.
- Academe - This research can be useful for the academe as basis and reference in discussing the topic organizational citizenship behavior on their research class or core subjects. It can also be discussed as related topic to leadership, job motivation, organizational commitment, job satisfaction, and organizational climate.
- Future researchers - This study can help the next researchers investigate this subject and theorise other variables that help individuals in assessing the organizational citizenship behavior in their company.

## **1.7 Scope and Limitations**

This research study provides a wide-range investigation of the factors that could significantly affect Organizational Citizenship Behaviour among all private hospital employees regardless of their job status, both from operation and support services department in Caraga Region. There are ten 10 private hospitals in the region. This includes the provinces of Agusan Del Norte, Agusan Del Sur, Surigao Del Norte, and Surigao Del Sur. Some employees were randomly selected.

## **1.8 Operational Definition of Terms**

In the analysis, the following terminologies are used operationally:

**Altruism** – refers to the desire that drives an individual to help someone other than oneself for the sake of that person.

**Civic virtue** – refers to morality or a well-known act of righteousness about the involvement of a citizen in society.

**Conscientiousness** – refers to a willingness to do a job and take responsibilities to others seriously. Conscious persons, rather than easy-going and chaotic, prefer to be successful and coordinated. They tend to demonstrate self-discipline, to behave responsibly, and to aspire for accomplishment; they exhibit scheduled rather than spontaneous actions and are typically reliable.

**Courtesy** – refers to the respectful conduct and exhibiting good etiquette, or it's a respectful and socially acceptable act.

**Extra-Role Behaviour** – refers to certain employee behaviors that are not part of their formal requirements, for a given job, it is not possible to prescribe or require in advance, but which contribute to the organization's smooth functioning as a social system.

**Hospital** – refers to an institution built to be staffed and trained for the diagnosis of diseases; to care for the sick and the injured, both medical and surgical; and to accommodate them during this time. The new hospital most often serves as a centre of investigation and instruction.

**Hospital Administrator** – refers to individual who are accountable for establishing and supervising the services for health and daily activities of hospital.

**Hospital Employees** – refers to persons who contribute whilst in the hospital to the care of patients. Numerous individuals and programs work together to provide effective hospital care for patients, from medical examinations and regular care to medication and catering.

**Job Motivation** - is characterized by the enthusiasm, energy level, commitment and the amount of creativity that an individual contributes to the organisation on a daily basis.

**Job satisfaction or employee satisfaction** – refers to a degree of the fulfilment of employees with their work, even if they like the work or individual aspects or dimensions of employment, such as the nature of work or supervision, or not.

**Leadership** – refers to a practical ability that covers an individual or organization's ability to "lead" or guide other people, teams, or entire organizations.

**Organizational citizenship behavior (OCB)** - is a coined word that refers to employees' extra-role behaviors outside of their defined in-role involvement. The OCB reflects the hallmark activities of an individual who is eager to help selflessly support a colleague's wellbeing, which ultimately promotes an organization's image. Organ (1988) described such conducts on the basis of (a) altruism, (b) sportsmanship, (c) civic virtue, (d) conscientiousness, and (e) courtesy. These elements form the OCB model for the organization.

**Organizational climate** – refers to the recurring behavioral patterns, attitudes, and emotions that characterize the organization's life.

**Organizational commitment** – is described as a perception of the member's psychology against his/her commitment to the entity under which he/she performs.

**Sportsmanship** – refers to the willingness on the part of the worker, which implies tolerance of less-than-ideal organizational conditions on the part of the worker without complaining and blowing problems out of proportion.

**Transformational leadership** - is a leadership philosophy in which a leader partners with teams to define the required change, build a vision to direct change through motivation, and execute change with committed community members in tandem.

## II. REVIEW OF RELATED LITERATURE

### 2.1 Related Literature

**Organizational Citizenship Behaviour**- The previous definition by Organ (1988) stated that OCB may be the deliberate conduct of the workers, even though even if not specifically need of the company and not properly managed in remuneration framework. The activity shows that the workers are respectable and skilful of performing jobs that surpasses or exceeds the needs in the representation of work. Again, OCB can be best portrayed as the extra-role practices of representatives performing tasks that exceed their scope of work. Korkmaz and Arpacı (2009) support the claim that OCB came from extraordinary employee efforts with the intention of succeeding the organization.

OCB is another topic that established considerable care from scholars in the field of organizational behavior. As it is said to play an important role in the successful running of the company (Moorman & Harland, 2002; Podsakoff, Mackenzie, Paine & Bachrach, 2000). Organ (1988) described OCB as discretionary individual activities that are not recognized officially by an organization's rewardsystem.

Staffs that perform Organizational Citizenship Behaviors are regarded as working the further mile. Since it is not included in their job description, they do not deserve any penalties for failing to do any OCB (Van Dyne & Ang, 1998). Podsakoff et al. (2000)identified seven (7) general themes in the OCBs when sorting out thirty (30) different behaviors at work: behavioral support, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development. Williams and Anderson (1991) proposed another approach to classifying OCBs by defining the goal of the individual OCB.

OCBs are classified in this approach as Organizational Citizenship Behavior Organization (OCBO), which refers to activities that support the business entirely, or Organizational Citizenship Behavior Individuals (OCBI), which specifically advantage the establishment's specific individuals. Organ and Ryan (1995) concluded that workers who have recognized good and long-term relationships with their organizations have already developed (as cited in Moorman & Harland, 2002) should expect OCBs. With this argument in mind, it is not possible to expect contract employees to have established Organizational Citizenship Behaviors when their service is meant to be short-ranged. Moorman and Harland (2002), however, claimed that, regardless of the length of their contracts, they will always perform as long as this staffs believe that they are not treated as peripherals but as core members of the organization and receive equal care from the management; hence, OCBs are treated.

The behavior of organizational citizenship (OCB) is a notion that is considered one of the key problems in the field of organizational behavior. In order to enhance organizational commitment, performance enhancement, and customer satisfaction and work satisfaction, to name a few, organizational citizenship behavior appears to take several important steps by offering strategies. Accordingly, organizational citizenship behavior is of interest, and it is observed as one of the imperative resources of almost anyorganization (Hatmi, 2016). Organizational Citizenship Behavior reveals a "good soldier syndrome" that is so important for any organization's success and smooth running. This means having a good job, doing an effort beyond formal job requirements in every aspect, and satisfying the gap among, on the one hand, processes, rules and regulations, and, on the other hand, complex as well as functional reality (Thulasi,2015).

Organ (1988) described OCB as "individual conduct that is discretionary, not recognised explicitly or implicitly by the formal incentive system, and that contributes to the overall performance of the organization." This means that successful organization is accomplished when workers are prepared to do beyond formal duties and deliver outcomes beyond the organization's standards. Employees would have a very deep attachment to the organisation, with a great willingness to sacrifice, without anticipation of incentives. In organizational citizenship, this is what is known as behavior. Therefore, knowing how the OCB operates inside the company is important. In several studies, OCB has been found to impact the efficacy of the organization. (Mohammad, Habib, & Alias, 2011)

Bolino et al. (2010) found that directors, who support OCB by techniques for authoritative gauges and culture, worker execution appraisal, will all in all incorporate, oblige representatives to interface successfully in OCB. This may subsequently cause the representative to feel obliged to partake in OCB. In any case OCB by its very definition says that it is deliberate.

Snape and Redman (2010) posited that between the OCB and the HRM practices, OCB plays a major role in the enterprise that has been found and studied by way of behavioral HRM practices.

Ahmad (2006) has communicated that four occupation auras, specifically, various levelled responsibility, work satisfaction, procedural value, and distributive value have a positive and direct impact on academicians' citizenship rehearses. Also, an examination among orderlies in a restorative administration foundation made sure that position satisfaction, hierarchical duty, and good climate were identified with OCB.

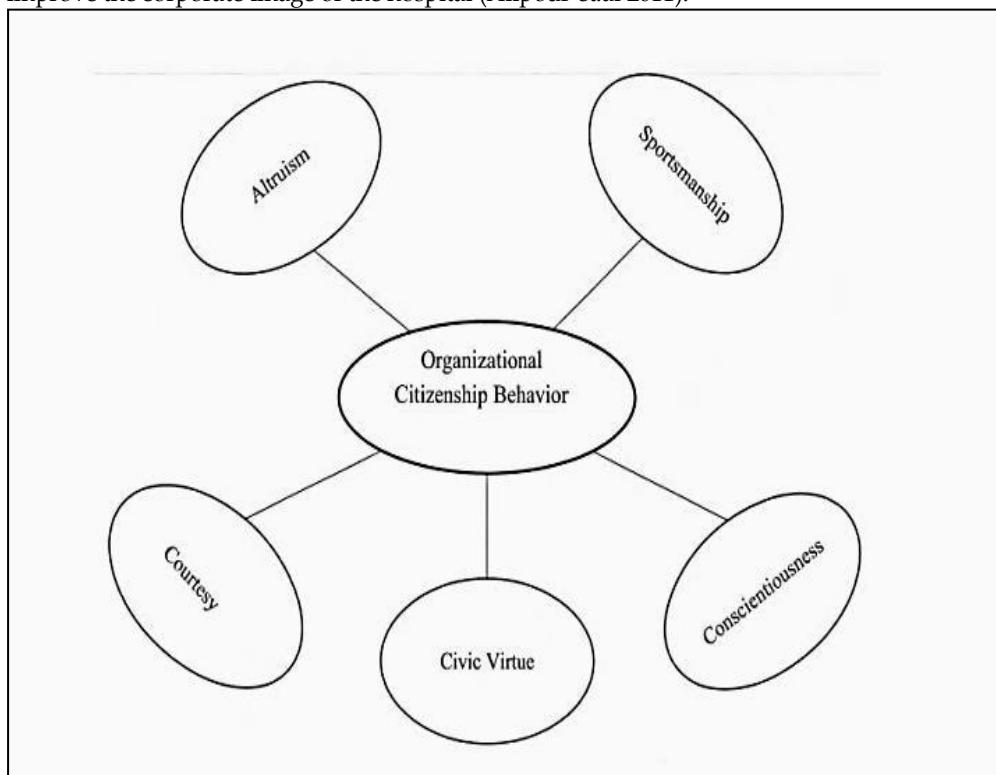
Jahangir, Akbar, and Haq (2004) described organizational citizenship activity (OCB) as the willingness of employees to work beyond their scope of employment, which would indirectly boost the company's effectiveness. Organ (1988) described the original OCB definition as an individual action that is arbitrarily recognised by the official proper incentive system at will or discretionary, implicitly or not, which helps or effectively improves the organization's performance. The five dimensions of the OCB, including civic virtue, courtesy, sportsmanship, altruism, and conscientiousness, were also listed by Organ(1988).

Altruism is defined as when staff assists others with tasks that are organizationally related. Courtesy is when respect is handled by others. Sportsmanship implies that workers have a good mind set and are able, without complaining, to accept less than desirable conditions. Civic virtue is characterized as the workers responsibility to engage in corporate relations and to be concerned with the company's welfare. Consciousness is voluntary activity that drives far above the minimum function standard of the company.

OCB is a non-rewarded conduct and is not a mandatory duty to perform. According to Gaa (2010), if people are self-motivated, they understand and acknowledge the value of mutual vision. In addition, Barr and Pawar (1995) clarified that OCB is an indication of the employee's commitment to the business and desire to stay in the company and things that go outside the reach of the job specified for them. This is the behavior that any organization of its employees desires since it has been proven to enhance the organization's success.

In medical settings, OCB dimensions are essential for providing the best and distinguishing services that maintains the good image of a hospital (Kolade et.al) Altruism is an optional behavior tailored to help and motivate other staff to effectively discharge their duties and address work-related issues. In hospitals, this is very much needed because medical staffs have to work as a team to provide quality service and interact with each other. Consciousness is optional behavior that supports hospital employees to comply with the directions of their occupations, to be on time at work, to care for patients in a timely manner, and to reduce waitingtime.

Moreover, Sportsmanship is an aspect that helps enthusiasm, without complaining and finding faults, to tolerate less than expected situations. This spirit allows medical employees to tolerate various patient and co-worker behaviors. Furthermore, Courtesy shows employees' respectful behavior that avoids making work-related issues with others, for instance, prior to take actions to escape making harms for co-workers, the employee consults others. Finally, Civic virtue is the extra-behavior of liable contribution in events of good interest and dedication in organizations. Likewise, physicians must harmonize their duties with hospital programs or to do task that are not necessary, but can improve the corporate image of the hospital (Alipour et.al 2011).



**Figure 2.1 the Five Dimensional Organizational Citizenship Behavior**

Source: (Organ, 1988)

**Altruism** - Altruism means help or helpfulness in simple words (Organ, 1997: 85-97). Altruism means assisting other members of the organization to perform their tasks. For example, voluntary assistance to new employees, assistance to overloaded co-workers, assistance to absentee workers, guidance to difficult tasks, etc. Smith, Organ, and Near (1983) described altruism as charitable behavior, which is best manifested when workers support a person with a specific difficulty in completing the work in uncommon problems. Altruism states that an employee who assists the organization's other members in their work.

Workplace altruistic conduct defines people who help selfless workers (Khurana et al., 2014). The showing of altruism denotes acts that reflect empathy and support for group cohesion, such as helping staff with workloads and other socially motivated behavior. Dargahi, Alirezaie, and Sheham (2012). Based on an empirical analysis of altruism was found as an inclusive trait for nurses to adopt a patient-oriented attitude. Ahmad (2011) described it as an embedded with the encouraging environment of the worker. Al-Zu'bi (2011) further says that the demonstration by OCB of altruistic behavior with conscientiousness and sport-like behavior contributes to the sharing between co-workers of information. Meanwhile, the beneficial result of altruistic features set the stage for inspired response-to-action that causes team efficiency to increase (González- Romá & Gamero, 2012).

In the Healthcare environment, the most popular "patient first" mantra (Small & Small, 2011) emphasizes customer service. In the research for Iranian nurses (Dargahi et al., 2012), the demonstration of altruism was described as an influence making sure job fulfillment for nurses. It was seconded by the observation by Kalisch, Weaver, and Salas (2009), the delivery of patient-centered treatment is optimized by coordination in the organization. Altruistic practices get the assistance events between health care employees to the fore as support for quality of treatment in supporting patient safety (Kalisch et al., 2009).

**Sportsmanship** - Sportsmanship refers to the ability of a person not to complain about the unavoidable discomfort and violence incurred by the practice of professional activity, described by Organ (1990). Sportsmanship means not complaining excessively about the problems faced in the workplace, being constructive, and respectful of the problems faced in the workplace. Sportsmanship is a show of willingness, without any grievances, concerns, appeals, allegations, or demonstrations, to accept minor and temporary staff inconveniences and forced labor. This helps to save organizational resources for the success of the assignment and, to a large extent, relieves excessive burden / stress from managers (Organ and Ryan, 1995). Sportsmanship was described as conduct by Organ (1988) that warmly tolerates frustrations that are an inevitable portion of almost every organizational climate. Podsakoff and MacKenzie (1997) reported that positive sportsmanship would increase the workplace self-confidence of workers and thus decrease worker turnover.

Based on the need to abide by the rules and regulations, Ahmad (2011) illustrated a comparison among company's faithfulness and enforcement conduct and sportsmanship. Alizadeh et al. (2012) says that this pledge to commitment ensures success because the high degree of employee tolerance decreases time and energy for employee grievances to leaders. This conduct of citizenship gaps with the observed mechanism and mediator basics of job instability and for undesirable occupational consequences (Elst, De Cuyper, & De Witte 2010).

Naderi and Hoveida (2013) indicated that the virtue of empowerment among workers was demonstrated by sportsmanship, a variable OCB dimension. Thus in the course of moving above the basic job responsibility, people encourage the serious importance of individual interests and aspirations in complying with the individual's principles. For the research among Iranian healthcare employees, Ghiyavandian and Gebra (2014) described stressful nursing coping strategies as signs of job satisfaction, regardless of an indication of a sportsman-like motive among a group of employees. The background and use of sportsmanship, the parts of citizenship conduct (Organ et al., 2006), implies the willingness in tolerating the moods associated with work (Kaya, 2015).

**Civic Virtue** - This discusses the constructive contribution to the company's political process by expressing opinions freely and honestly, attending meetings, discussing organizational issues with colleagues, and understanding company's communications such as mail for the organization's welfare. Civic virtue is an individual's behavior that includes the idea that employees are obediently involved in (Podsakoff et al., 1990). A macro-level concern in, or obligation to, the business is represented by civic virtue. It reflects a willingness to engage actively in the events of the business, to watch the environment of the corporation for risks and opportunities, and to figure out the organization's best option. Such habits happen when workers depend on the employer and feel themselves to be portion of the business. Podsakoff and others, 2000).

Civic virtue in Walz and Niehoff (1996). As cited by Organ (1988) is not limited to the organization's internal political existence as decreasing consumer concerns, and enhancing quality and performance, but also to external business customers. Although such behaviors have shown fulfillment in other similar elements in the measurement of job satisfaction (Mehboob & Bhutto, 2012), Swaminathan and Jawahar (2013) associated civic virtue with helping to measure job satisfaction through behavioral characteristics.

Saeedy and Rastgar (2015) said that civic virtue is linked in an extraordinary level of intentional commitment and belief, with an optimistic effect on the organization's reputation for existence. In the study of the Kegans, McCamey, and Hammond (2012) studies on civic virtue were distinguished as equivalent to sportsmanship as endurance behavior in this submission. Civic virtues were aspect of the Organizational Citizenship Behavior that demonstrated a favorable connection between work experience and registered nurse tenure (Kegans et al., 2012). Such a result assimilated civic virtue to the meaning given, added to sportsmanship as a preparedness to tolerate inconvenience without complaining with a good attitude (Organ, 1988).

**Courtesy** - Courtesy refers to acts that help people avoid interpersonal conflicts, such as giving those in need advance notice of the work schedule, informing others before taking any action that might impact them (Organ, 1990). In the importance of avoiding the development of conflict for colleagues, courtesy of gestures is seen (Organ, 1997). An example of courtesy at work is, for example, leaving a copy or printer in good condition for use by other staff (Organ, Podsakoff, & MacKenzie, 2006).

Courtesy contains behaviors that emphasize on problem-prevention and take the basic and timely steps to reduce the future impact of the issue. In basic terms, courtesy means encouragement given to other members of the organization by a member when their professional development demoralizes and discourages them. Again, research has shown that courteous employees will reduce conflicts between groups; and thus lessen the time spent on conflict management activities (Podsakoff et al., 2000). Avoiding actions that unnecessarily make the work of colleagues more difficult is the main idea of courtesy. It also includes giving them sufficient notice when there is an addition to their existing workload to get ready.

In its conceptual framework, courtesy includes qualities like notices, notifications, and co-workers meeting (Organ, 1988). Salavati, Ahmadi, Sheikhesmaeli, and Mirzaei (2011) correlated courteous attitudes with being kind to colleagues, as shown by the principles of workplace socialization.

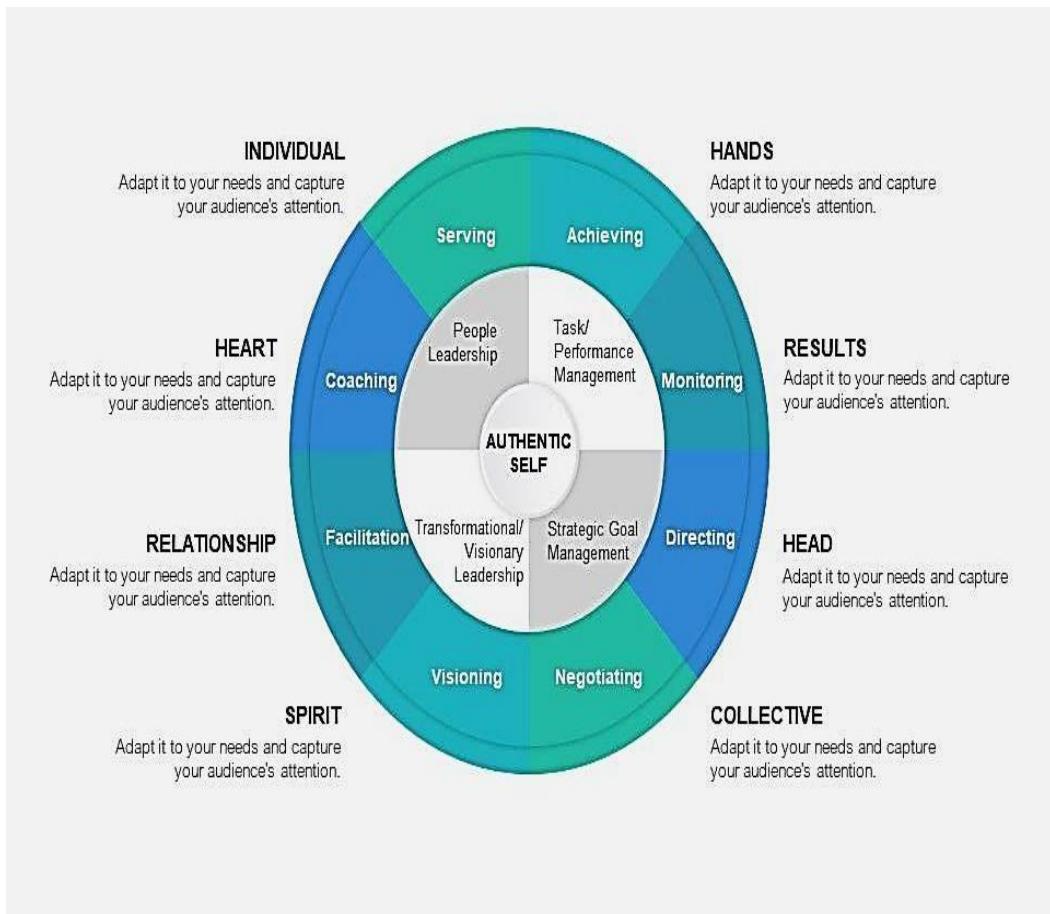
Meanwhile in Shao and Skarlicki (2013) it has been reported that the demonstration of individual affective differences in citizenship behavior has a cultural dimension. Responses from that study showed differences for indecent clients indicated as direct and indirect counter-reactions between North American and Chinese employees. Okurame (2012) put forward a dissimilar viewpoint and shared that courtesy was interrelated to career development. Okurame said that courtesy shows the intention to take effort to assist colleagues and to provide help.

**Conscientiousness** - is an open conduct that goes far above the basic level of requirements of the company, like compliance with laws and policies, no extra breaks, working extra-long days (MacKenzie et al, 1993). Conscientiousness is a pattern that goes far above the minimum level of attendance, punctuality, and housekeeping required, a tendency to conserve resources and, overall, gives the impression that the organization is a responsible citizen. If the worker is very conscientious, this means that it is extremely accountable and requires fewer directions (Podsakoff and MacKenzie, 1997).

Altruism and conscientiousness are two major or all-embracing measurements of Organizational Citizenship Behavior (Borman et al., 2001). Conscientiousness is used to mean that a single person is structured, self-disciplined, responsible, and hard-working. Organ (1988) described it as a commitment to work that exceeds formal requirements in addition to duties, such as working long hours and volunteering to work. It is interesting to note that the fact that men are more likely to participate in conscientious conduct than women; according to Kidder and McLean Parks (1993) this is because men have a preference for justice over equality.

Podsakoff and MacKenzie's research (1994) suggested that the reduction of conscientiousness was over and above conduct because it had been identified as desired behavior by managers rather than being arbitrary at work. Ahmadi, Ahmadi, and Tavreh (2011) argued that OCB is the maintenance of a good record (i.e. punctuality). But diversified culture can affect the penalties of wanted citizenship, Podsakoff MacKenzie, Paine et al. (2000) and Mehboob and Bhutto (2012) have linked the significance of preserving employee awareness and good behavior in companies to dwell intense competition globally.

**Leadership** - Leadership with successful abilities will teach managers achieve employee confidence, making other tasks easier to perform, since workers are confident with their managers working with. Leadership abilities as well enable managers to guide workers in the exact path according to the company's mission, vision and goal. (Hao and Yazdanifard, 2015).



**Figure 2.2 Integrated Models for Leadership Framework**

Democratic leadership is promoting more to the OCB. Autocratic leaders, because of their task-oriented attitude, are not in a position to induce the feelings of helping others (Malik, et al, 2016).

In the Asiabar study (2018), multiple factors have an impact on the leadership of hospital manager's effectiveness. These factors have been categorized into four groups: The first category covers persons managing skills, like willingness to work with individuals and team building, designation, resolution of organizational disputes, and sharing of knowledge. It must be borne in mind that small and large organizations must have people's management skills.

The second category involves personality-managing skills, such as accountability in individual existence and workplace. Research shows that this ability is relevant ability in the information economy; such ability help supervisors develop their performance hierarchy and set goals, and manage the time effectively to avoid organizational pressure (Asiabar, 2018).

Next category comprises nuclear management ability, like funding, personnel resources management, and computer technology. It is often the most critical qualities for supervisors, irrespective of the organizations in which they working with. Healthcare administrators must be mindful of the policies in order to handle both human and financial capital properly (Asiabar, 2018).

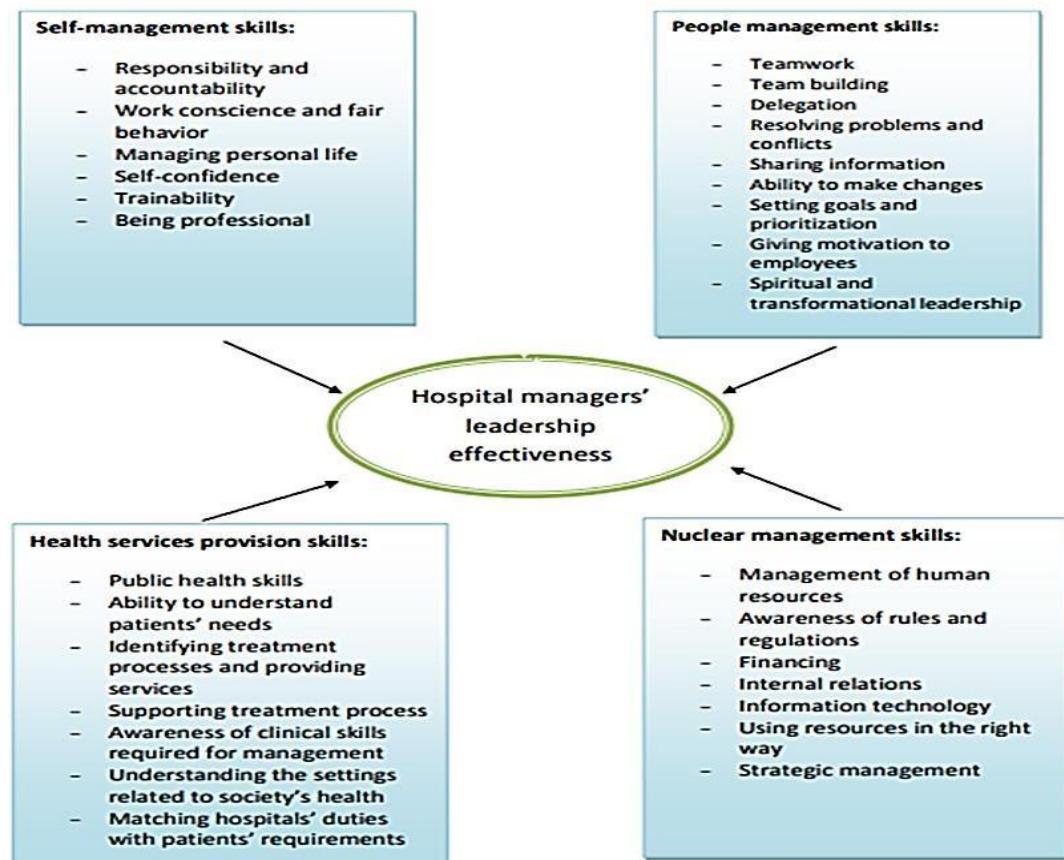


Figure 2.3 The overview of the leadership performance of hospital employee

Finally, the fourth classification contains the hospital managers' skills needed for the delivery of health care, such as overall and medical skills. Learning the organizational ability, and consider the medical and general patients' needs, is what health care administrators need. Hospital managers differ from other operational managers by possessing those skills (Asiabar, 2018).

According Tabish, research skills, objectives, policies, and teamwork as well as sound and equal evaluation skills have been identified as operative influence in the leadership skills of healthcare administrators. Grimm et al. includes setting and arranging objectives, motivating inferiors, spiritual leadership skills, and management engagement to be the best factors that influence leadership efficiency.

**Job Motivation** – Utmost content-based concepts of motivation are based on Maslow's (1954) hierarchy of needs: physiology, safety, love, esteem, and self- actualization. The tracheotomy that McClelland developed and operated (1961, 1985) is the most commonly known and applied taxonomy of work-related motivation. Tracheotomy and its steps (TAT) have been strongly criticised on the grounds of both theoretical and measurement concerns, despite its widespread acceptance and use (see Barbuto & Scholl, 1998; Harrell & Stahl, 1981). The three needs of McClelland, strength, association, and accomplishment, do not include other essential reasons for work, such as job enjoyment and adherence to principles and values. Subsequent research has shown that predicting value is given by these missing elements of motivation (Barbuto et al., 2000, 2002).



**Figure 2.4 The Perceived Organizational Support Model**

Source: (Eisenberger, Armeli, Rexwinkel, Lyndon and Rhodes (2001)

Based on current literature, Leonard et al. (1999) suggested an integrative typology of motivation consisting of five sources: intrinsic mechanism, instrumental, external self-concept, internal self-concept, and objective internalization. To calculate the five motivational sources, this typology was implemented with subscales (Scholl 1998) and used to predict behavioral influencers (Barbuto & Scholl, 1999; Barbuto et al., 2002) and transformational leadership behaviors (Barbuto et al., 2000).

Researchers have proposed that a person's inspiration is closely related to his or her conduct as an organizational citizen (Finkelstein & Penner, 2004). Tang and Ibrahim (1998) noted a statistically significant link between motivation for accomplishment and organizational citizenship. Statistically significant connections between pro-social values and OCB and organizational issues were identified by Penner and colleagues (Finkelstein & Penner; Rioux & Penner).

Significant associations between motivational sources and leaders' behaviors have also been documented in other research (Barbuto & Scholl, 1999; Barbuto et al., 2000). These studies identified important relationships between motivational and leader-used strategies of influence, habits of transformational leadership, and compliance with followers. This research reached in magnitude from 3% to 12% of the explained variance. Allen and Rush (1998) indicated that leaders relied on their impressions of the motivations of followers to rank organizational citizenship for employees. Therefore, it is assumed that the sources of motivation for workers would have an essential relationship with their OCBs.

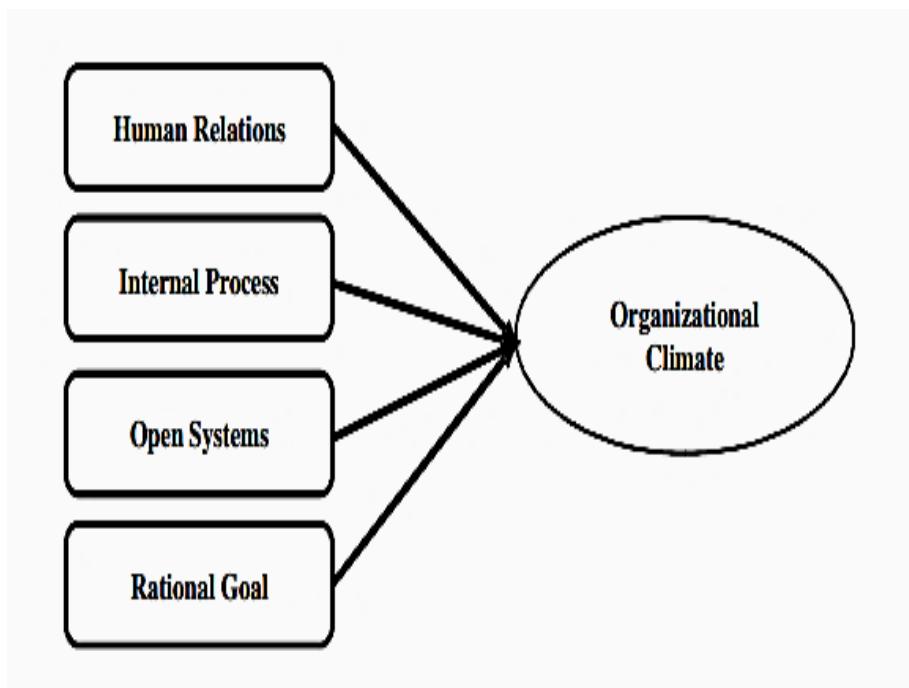


**Figure 2.5 M<sup>5</sup> work motivation model**

Source: Igor Kokcharov (2018)

**Organizational Climate** – The organizational climate is characterized by the beliefs, feelings, and attitude of the members of an organization that represent the standards, morals, and attitudes of its current organizational culture, and these have a positive or negative effect on individual behaviors (Haritha & S.E.V. Subrahmanyam, 2013). The organizational climate is a variation in working environment that workers experience straight or indirectly and is measured to be the significant influence on the actions of employees. Organizational climate is a mixture of the workplace, interpreted directly or roundabout by leaders, which is interpreted as a remarkable force in the influence of workers' behaviour (Permarupan et.al 2013).

Organizational climate puts premium on people's lives within the company and gives a significant effect on influences such as efficiency, presentation, and job fulfillment, increased mental energy and behavioral engagement, and increased employees confidence and willingness to learn and improve behavior and eventually influence the organization's success (Gholami, Keykale, Tir, Ramandi, Karimi, & Rajaee, 2015). Optimistic climate organizations include role characteristics, success, empowerment, partnerships, success and incentives, regulation, management organization, control centralisation, interaction management, dispute resolution, expertise and creativity, risk-taking, welfare and security, team work, collaboration, management style, compensation, and appraisal method (Haritha & S.E.V. Subrahmanyam, 2013). There are 6 climate dimensions: clearness, customary, obligation, flexibility, appreciation, team commitment.



**Figure 2.6 Organizational Climate Conceptual Framework**

Source: (Selvaraju et, al. 2017)

Human Relations model. This approach stresses the well-being, development, and engagement of the employees' culture within the company. There are customs and standards related with fitting, belief, and unity in the model of human relations (internal focus, flexible orientation), and development of human resources. The climate dimensions that represent this quadrant are:

- a) Autonomy - designing jobs in ways that give workers a broad scope to work
- b) Integration - the extent of interdepartmental trust and cooperation.
- c) Participation - a significant influence on the staff in terms of decision-making;
- d) Leadership - the extent to which the organization focuses on preparing leaders for the future;
- e) Supervisory support - the degree to which workers feel the encouragement and understanding of their immediate supervisor;
- f) Emphasis on training - a concern about improving the skills of employees; and
- g) Employee welfare - how much the company trusts and cares for its staff (e.g., Robinson & Rousseau, 1994; Guest, 1998).

An internal Process model. Taylor's worry with the validation and internal control of the system to allow efficient use of resources is expressed by the internal process approach (internal focus and tight control within the organization). The Internal Process Model represents classic bureaucracy. Scales which reflect this model are:

- a) Formalization - a formal process for rules and concern.
- b) Tradition - the degree to which established methods of doing things are appreciated.
- c) Career advancement - opportunities for career growth commensurate with core competence;
- d) Company policies and Administration - setting high standards of excellence in Management; and
- e) Trust and Respect - the extent to which confidence and respect exist in the organization.

Open system model. Preparation, change, and innovation are the focus of the Open System Model (external emphasis and flexible orientation), where standards and values are linked to development, and acquisition of resources, creativity, and adaptation. The dimensions of the climate that are likely to reflect this orientation are:

- a) Flexibility - a change-placement;
- b) Innovation - the degree to which it promotes and embraces new concepts and novel approaches;

c) Outward focus - the degree to which the company is responsive to the requirements of the consumer and the market in over-all.

d) Reflexivity - a concern relative to adapt by updating and focusing on priorities, tactics and work processes to the widerworld.

Rational Goal. The rational goal focuses on productivity and goal achievement (external focus but tight control within the organization (1980 by Hall; 1984 by Clinebell). The dimensions of the climate that might reflect this model are:

a) Clarity of organizational priorities - a concern about identification of the aims of the organization.

b) Efficiency - is the degree of significance placed on employee efficiency and productivity at work;

c) Effort - the degree to which determines how hard people work towards achieving goals in the organizations;

d) Performance feedback - the measurement and feedback of job performance;

e) Pressure to produce - the level of pressure to reach goals for employees; and

f) Quality - the emphasis given to excellent processes.

**Job Satisfaction** – Job satisfaction refers to people's wishes or optimistic feelings about their job, emotional feelings that are valuable and productive after the job was done. Lack of work satisfaction results in low employee morale and detrimental effects on organizational efficiency (Talachi et al. 2014). Job satisfaction is a multidimensional notion that involves human talents, behaviors, values, and systems of meaning. To attain job satisfaction employees need strategic thinking with detailed preparation in obtaining the skills and work fulfillment required to maintain and monitor their happiness, resulting in a good mood, optimistic outlook, commitment and responsibility to both them and others. (Ravari et al., 2012).



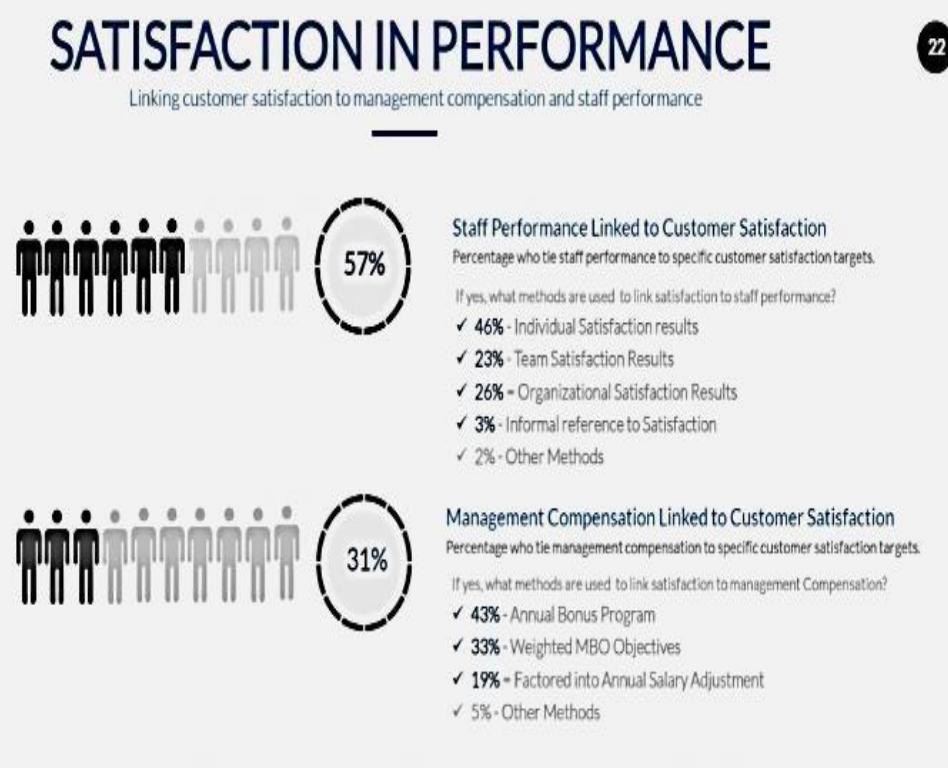
Figure 2.7 Adjusted Spector's Job Satisfaction model of health workers in HIV service organizations

Employee satisfaction can boost the quality of service (Parvin & Kabir, 2011). Influences that may affect job satisfaction include the degree of wages and benefits, perceived fairness from the corporate promotion system, consistency of working conditions, leadership and social relationship, and work itself (various tasks involved, work-related priorities and challenges, and job description / requirements clearness) (Parvin, 2011). Variables of job satisfaction are categorized in 3 dimensions, namely employee expectations and benefits, status and relationships at the workplace, and organizational arrangements. The theory of job satisfaction reveals a good association among employee age and their work relationship (satisfaction with work aspects) (Hajdukov et al., 2015).

Job satisfaction is essential for evaluating the actions of the Citizenship Organization (OCB). Workers with a highest degree of Organizational Citizenship Behavior will help the company achieve the goals that contribute to the productivity and success of the organization (Organ 2018). Job satisfaction is therefore important not only for the satisfaction of workers but also for the improvement of the OCB. The strong connection among work satisfaction and Organizational Citizenship Behavior was revealed in previous studies (Organ 2018). In addition, these studies have investigated that very contented workers demonstrate high Organizational Citizenship Behaviors compared to others. Consequently, OCB leads to delivering better output and retained customers. In addition to that, OCB reduces employee turnover, enhance organizational commitment, economized organizationalresources.

Academicians and researchers highlighted the job satisfaction of workers due to their current direct influence with other concepts such as performance, motivation, alienation, exhaustion, job vacancy, and OCB (Gunay, 2018). Givaki et al. (2017) highlighted that job satisfaction is one of the most crucial and perhaps most controversial concepts in human resource management. On the one hand, job satisfaction has been focused on theoretical and fundamental efforts and, meanwhile, job satisfaction has become very vital at all levels of staff and managers. Further job satisfaction is essential to the success of any organization. The job the employee has to be satisfied enough to keep him or her happy forever. Job satisfaction expresses the extent of the match between the rewards that the job provides an employee's expectations from the job (Adenuga 2015).

In a recent study conducted by Service Strategies, only 57% of organizations state that they explicitly relate staff performance to customer satisfaction and even less relate satisfaction to management compensation.



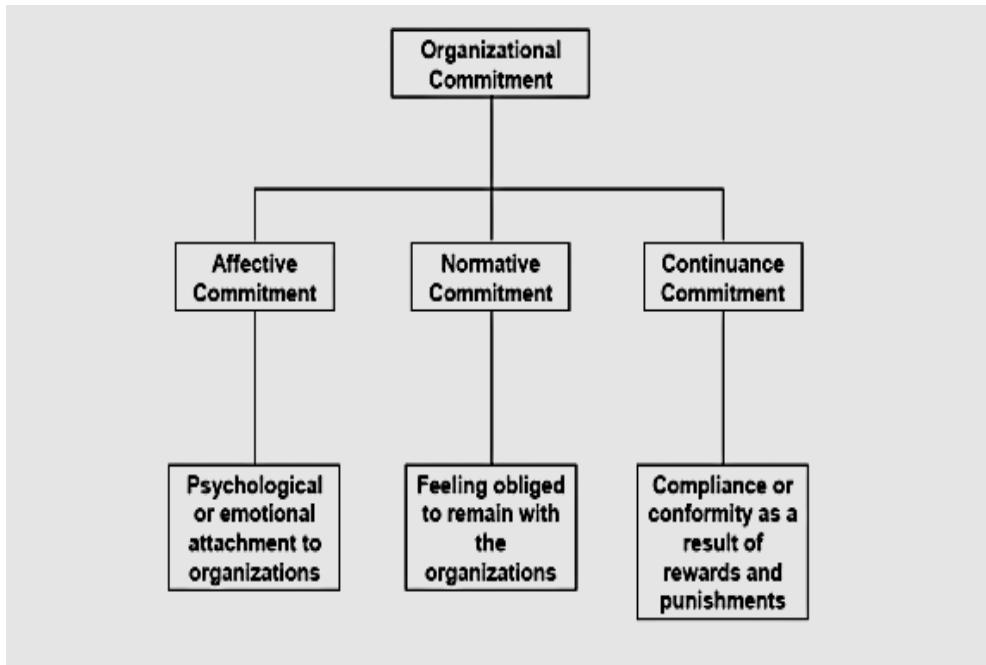
**Figure 2.8 Satisfaction in Performance Data**

Source: Coleman, 2019

One of the main factors needed to connect satisfaction to employee success is sound methods for collecting customer satisfaction data. Companies who have weak customer satisfaction assessment measures have difficulty relating outcomes to output, as either insufficient data is available or data is assumed. Without a reliable foundation of results, employees will resist efforts to link their performance to customer satisfaction.

**Organizational Commitment** – was seen as workers' faithfulness to their employers (Muchinsky, 2007). Meyer and Allen (1991) and Davenport (1999) claimed that when employees and organisations are more interested in maintaining their working relationship, organizational commitment is established. Mathieu 1990 explained what the various methods and meanings that regard as it is connected among the person and the organization have in common.

According to Davis & Newston (2001), the employee experiences a degree of loyalty linked to his bond to the company and his ability to continue to participate or operate for it, according to Davis and Newstron (2001). Hence, Organizational engagement can be viewed as an emotional bond with his or her work that is felt by the employee.



**Figure 2.9 The three-component model of organizational commitment**

Source: Meyer and Allen (2013)

Meyer et al. (1991) noted that organizational commitment model comprises three

(3) measurements in most meanings. It is an affective commitment, a commitment that is necessary, and a moral commitment. Affective commitment is connected to emotional attachment, contributing to an emotional orientation towards the business. It is the result of fulfillment that predisposes it to oppose a potential job change. Somehow, the staffs know that their working connection with that specific company is correct. The required commitment refers to the exchange established among the worker and the company.

Meyer et al. (1991) pointed out that feeling usually motivate people to behave properly and to make things right in an organization. Therefore, moral commitment is expected to be definitely linked to high-performance conduct, outstanding attendance, and demonstrates the conduct of organizational citizenship behavior.

Between 1991 and 1994, studies were performed having the theoretical model of the three components of Allen and Meyer's (1990) organizational commitment. Engaged workers are the possible prospect to stay in the organization, as opposed to disengaged employees, according to Meyer (1997). Organizational commitment demonstrates itself as an emotional bond that the worker feels for his or her job. In addition, Becker (1960) pointed out that an employee requires his or her job to a personal choice that leads him or her to invest, like contributing to the company's efforts to obtain benefits.

Study conducted by Caldwell et al. (1990) claimed that organizational commitment is linked to the inspiration of employees. Such commitment is shown by their actions or by their unexpected behavior within the workplace, such as the hourly work agreement. Lee et al. (2000) supported that the essence of the commitment to work is to support the different parts of the organization.

The connection among organizational behavior and demonstrations of organizational citizenship behavior (Rauter, 2004) has been identified in other studies, suggesting that there is an affirmative connection among organizational engagement and behavior of corporate citizenship. Schappe (1998) said that a predictor of the significance of organizational behavioral actions is only organizational commitment.

The most valued type of behavior is affective commitment. It is expressed by the emotive connection that upholds worker organizational citizenship for the business's benefit (Wasti, 2003). The most undesirable obligation required is that the only reason for belonging to a specific institution is that the offered economic conditions are better than the rest of the available options.

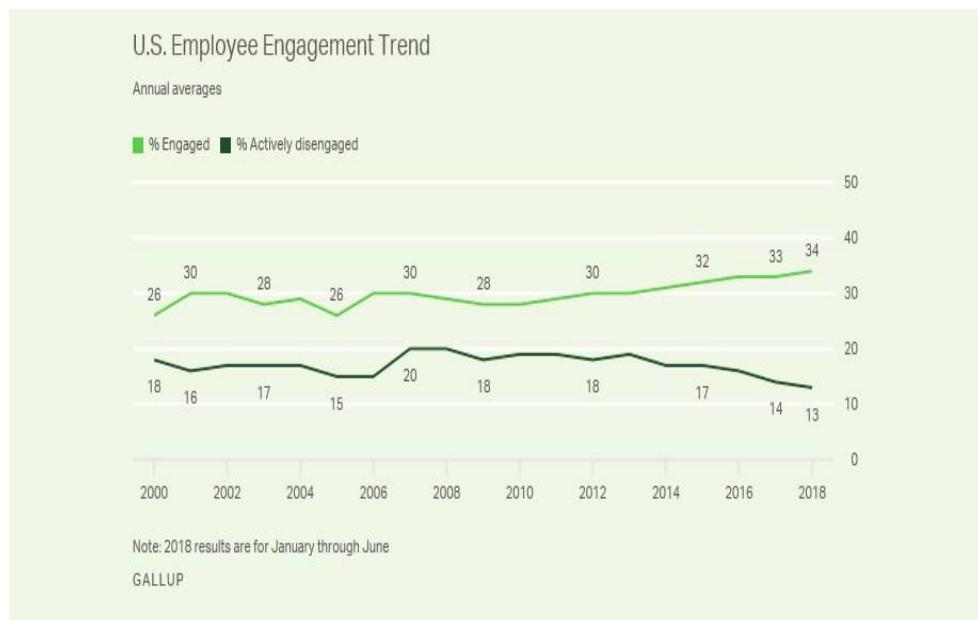
Organizational commitment is perhaps the greatest forecaster of performance and the major influence of human capital. It is a complete and long-lasting answer to the company as job satisfaction. However, when the employees are not satisfied in the company, individuals are likely to file resignation (Robbins, 1999). Organizational engagement may be one of the methods that HR managers need to evaluate the identity and dedication of workers to the organizational objectives of their job. Therefore, finding that workers who are recognized and involved in the group in which they operate raise the probability of staying for them.

In the study of Parisa (2016), studies about hospital industries have shown that, while aggressive and counterproductive attitudes and experiences are rising, organizational civic and citizenship attitudes are decreasing. A broad variety of behaviors such as impoliteness, being carefree, stealing and violent behaviors include

counterproductive behaviors. The truth is that counterproductive habits are rapidly on the rise in the organizational lives of workers. Counterproductive behaviors and organizational experiences, however, are problematic since those who perform counterproductive behaviors continuously communicate with their target people; they successively trigger a lot of negative experiences throughout the company. Counterproductive and deviant practices are a widespread issue that is specifically present in both less developed and developing countries in nearly all organizations. Counterproductive practices contribute to decreases in efficiency, rising costs, unfulfilled jobs, and damage the organizations' status and credibility.

In a US survey on Employment Engagement Trend, which involved 30,628 full and part time workers, the percentage of engaged workers for those people were included in which means that 34 % are now excited about and committed to their job and workplace, tying the highest level since Gallup started publishing the national figure in 2000. Gallup also stated in March 2016 that 34 per cent of U.S. workers were engaged, compared with 16.5 per cent who were actively disengaged for every actively disengaged one, a ratio of two engaged employees (Harter, 2018).

The proportion of actively disengaged employees with miserable work experiences is now at its lowest level or as presented in Figure 2.10, 13%.



**Figure2.10** US Employment Engagement Trend from2000-2018

The annual percentage of engaged U.S. workers has ranged from a low of 26 percent in 2000 and 2005 to the recent six-month high of 34 percent in 2018 over nearly two decades. During the past 18 years, on average, 30 percent of workers have been engaged at work (Harter, 2018).

The number of actively disengaged employees ranged from a peak of 20 percent in 2007 and 2008 to the current low of 13 percent, just before and during the heart of the recent U.S. recession. On average, in the 18 years of monitoring, 17 percent of U.S. employees have been deliberately disengaged (Harter, 2018).

### 2.3 Synthesis

The healthcare industry has undergone, and continues to experience, a substantial degree of change in response to numerous economic, cultural, and political factors. Employees inside healthcare organizations can regularly engage in organizational citizenship activities that scholars have identified in literature as altruism, courtesy, conscientiousness, sportsmanship, and civic virtue to foster real progress, competent functioning, and excellent job results.: behaviours that cover beyond those behaviours often noted in formal job descriptions (Ozsahin& Sudak, 2015; Turnipseed & Vandewaa, 2012).

Organizational citizenship behavior (OCB) is defined as a set of discretionary actions in the workplace that surpass the basic requirements of one's job. They are often defined as attitudes that go beyond the call of obligation (Bateman & Organ, 1983). OCB are additional function seen as the basis of deliberate feelings. These habits include voluntary innovation and creativity activities aimed at improving one's task or performance in the organization, persisting with more interest and dynamism to finish one's work, volunteering to take additional obligation, and encouraging some to do the same in the company. OCB relates to the effort to do additional things in the organization used by one employee. Helping peers to complete work or provide job support (Veličkovska, 2017)

Organizational Citizenship Behaviour in the hospital, conduct is most relevant and more important because

patients require special treatment and good behavior of medical staff (doctors, nurses, pharmacists, etc.) in the handling of their cases. In strengthening morale and improving patients, OCB has a significant role to play (Mardani-Hamole and Heydari, 2009). Researchers also suggest that citizenship practices promote access and enhance the success of hospital objectives (Chu et al, 2005). OCB would also boost service quality, patient satisfaction and patronage, improve the corporate image of the hospital and result in organizational success.

Obviously, internal issues in the healthcare service sector have not been synchronized and are in line with the demand for public health programs to increase efficiency. Some notes related to the internal problems that tend to address; inconsistency of government policy in the health sector, absence of standard performance appraisal and reward programs, lack of coaching career inaccuracy, poor discipline compliance of indiscipline conduct and irregularity acts, weak leadership positions in each work unit, As well as a lack of sharing and assisting positions with friends, the low consciousness component of conducting activities in a more professional manner.

Unfortunately, it is not easy to improve OCB in the organization because staffs are unaware of its significance, believing that these types of behaviors are not important, especially in improving their efficiency. Because of this, when at work, they are more likely to indulge in undesirable and negative behaviors (Islam, Akter & Lecturer, 2015). Some of the key examples of those behaviors listed are absenteeism, stealing, taking unnecessary breaks, misconduct, being uncooperative with others and such. Therefore, the organization emphasizes the practice of OCB in order to reduce and overcome the occurrence of these negative and undesired traits. In organizational growth, improving the attitudes and behaviors of these workers can help (Lee, Kim & Kim, 2013). The organization's success therefore depends on the ability of workers to perform tasks outside their job requirements and to be a good servant for the organization they work for (Markoczy and Xin2004).

OCB is another topic that established considerable care from scholars in the field of organizational behaviour. It is said to play an important role in the organization's successful functioning (Moorman & Harland, 2002; Podsakoff, MacKenzie, Paine & Bachrach, 2000). Organ (1988) described OCB as discretionary human activities that are not accepted officially by an organization's incentive system.

In the study of Parisa (2016), studies about hospital industries have shown that, while aggressive and counterproductive attitudes and experiences are rising, organizational civic and citizenship attitudes are decreasing. A broad variety of behaviors such as impoliteness, being carefree, stealing and violent behaviors include counterproductive behaviors. The truth is that counterproductive habits are rapidly on the rise in the organizational lives of workers. Counterproductive behaviors and organizational experiences, however, are problematic since those who perform counterproductive behaviors continuously communicate with their target people; they successively trigger a lot of negative experiences throughout the company. Counterproductive and deviant practices are a widespread issue that is specifically present in both less developed and developing countries in nearly all organizations. Counterproductive practices contribute to decreases in efficiency, rising costs, unfulfilled jobs, and damage the organizations' status and credibility.

### III. METHODOLOGY

#### 3.1 ResearchDesign

The descriptive correlational analysis tool, a comparative measure of the association between two or more variables (Hair et al., 2013) was used as an approach to the gathering analysis and interpretation of data. It was descriptive study because the researcher performed a descriptive study of the demographic characteristics and the number of years in the service of the respondents, including descriptive examination and analysis of the independent and dependent variables level.

It was correlational research because Multiple Regression Analysis was used to test the correlations of independent variables (leadership, job motivation, organizational climate, job satisfaction, and organizational commitment). Hence, the researcher assessed which of these independent variables could infer the dependent variable (Organizational Citizenship Behaviour).

#### 3.2 Units ofAnalysis

This section presents the variables of the study, types of data, sources of data, sampling design, sampling frame, sample size, and the respondents of the study. The results were analysed individually per respondent since the study would like to measure the relationship of the independent variables to dependent variable from 478 individual respondents.

The researcher used primary data which was collected using questionnaires in conducting this dissertation study. The questionnaire was validated by three experts in the field of Management in Human Resource Management who have earned doctorate degrees.

### 3.2.1 Variables

The dependent variable of the study was the Organizational Citizenship Behaviour in Caraga Region. The indicators of the dependent variable are Altruism, Civic Virtue, Courtesy, Sportsmanship, and Conscientiousness. Moreover, the five independent variables used in the study were Leadership, Job Motivation, Organizational Climate, Job Satisfaction, and Organizational Commitment. Age, Sex, and the number of years in service served as moderating variables.

### 3.2.2 Types of Data

The researcher used quantitative data to present the demographic profiles and number of years in service of hospital employees in the Caraga Region. A 5-point Likert scale was used to conclude the effect or explanation of Leadership, Job Motivation, Organizational Climate, Job Satisfaction, and Organizational Commitment to Organizational Citizenship in the Caraga Region as well as to analyse the moderating variables. The indicators for the dependent variable and independent were assessed and evaluated using the Likert Scale.

**Table 3.1 Description of Ratings Scale used for the Survey Questionnaire Tool**

Rating Scale	Score Range Interval	Response Anchor
5	4.20 – 5.00	Always
4	3.40 – 4.19	Often
3	2.60 – 3.39	Occasionally
2	1.80 – 2.59	Rarely
1	1.00 – 1.79	Never

Table 3.2 presents the analysis of the level of Leadership in the Caraga Region. The response of respondents in the Leadership factor was measured specifically by using the indicators Values and Behavior of the Leader, Support provided by the leader, and Leadership quality.

**Table 3.2 Data Interpretation of the Level of Leadership**

Range	Descriptive Level	Response Anchor
4.20 – 5.00	Very High	Leadership is always present
3.40 – 4.19	High	Leadership is frequently present
2.60 – 3.39	Moderate	Leadership is occasionally present
1.80 – 2.59	Low	Leadership is seldom present
1.00 – 1.79	Very Low	Leadership is frequently present

Table 3.3 presents the interpretation of the level of Job Motivation of employees in the Caraga Region. Responses in the Job Motivation factor were measured specifically by using the indicators Direction of behavior which refers to the behavior that people

choose when they work, the level of effort that refers to how hard a person tries to work, and the level of persistence that focuses on the mind of someone when facing an issue.

**Table 3.3 Data Interpretation of the Level of Job Motivation**

Range	Descriptive Level	Response Anchor
4.20 – 5.00	Very High	Job Motivation is always Present
3.40 – 4.19	High	Job Motivation is frequently Present
2.60 – 3.39	Moderate	Job Motivation is occasionally present
1.80 – 2.59	Low	Job Motivation is seldom present
1.00 – 1.79	Very Low	Job Motivation is frequently present

Meanwhile, Table 3.4 presents the analysis of the level of Organizational Climate of employees in the Caraga Region. Responses in the Organizational Climate factor were measured specifically by using the indicators Role Clarity, Respect, Reward System, and Career Development.

**Table 3.4 Data Interpretation of the Level of Organizational Climate**

Range	Descriptive Level	Response Anchor
4.20 – 5.00	Very High	Organizational Climate is always present
3.40 – 4.19	High	Organizational Climate is frequently present
2.60 – 3.39	Moderate	Organizational Climate is occasionally present
1.80 – 2.59	Low	Organizational Climate is seldom present
1.00 – 1.79	Very Low	Organizational Climate is frequently present

Table 3.5 presents the analysis of the level of Job Satisfaction of employees in the Caraga Region. Responses in the Job Satisfaction factor were measured specifically by using the indicators Responsibilities, Quality of work conditions, and Leadership and social relations.

**Table 3.5 Data Interpretation of the Level of Job Satisfaction**

Range	Descriptive Level	Response Anchor
4.20 – 5.00	Very High	Job Satisfaction is always present
3.40 – 4.19	High	Job Satisfaction is frequently present

2.60 – 3.39	Moderate	Job Satisfaction is occasionally present
1.80 – 2.59	Low	Job Satisfaction is seldom present
1.00 – 1.79	Very Low	Job Satisfaction is frequently present

Table 3.6 presents the analysis of the level of Organizational Commitment of employees in the Caraga Region. Responses in the Organizational Commitment factor were measured specifically by using the indicators Taking of the morals of the business (identification), readiness to make an effort on behalf of an organization (engagement), and readiness to remain an employee of the organization (loyalty).

**Table 3.6 Data Interpretation of the Level of Organizational Commitment**

Range	Descriptive Level	Response Anchor
4.20 – 5.00	Very High	Organizational Commitment is always present
3.40 – 4.19	High	Organizational Commitment is frequently present
2.60 – 3.39	Moderate	Organizational Commitment is occasionally present
1.80 – 2.59	Low	Organizational Commitment is seldom present
1.00 – 1.79	Very Low	Organizational Commitment is frequently present

Lastly, Table 3.7 shows the analysis of the dependent variable, the employee's level of Organizational Citizenship Behaviour in Caraga Region. This indicator explained the level of Organizational Citizenship Behaviour in terms of Altruism, Civic Virtue, Courtesy, Sportsmanship, and Conscientiousness.

**Table 3.7 Data Interpretation of the Level of Organizational Citizenship Behavior**

Range	Descriptive Level	Response Anchor
4.20 – 5.00	Very High	Organizational Citizenship Behavior is always present
3.40 – 4.19	High	Organizational Citizenship Behavior is frequently present
2.60 – 3.39	Moderate	Organizational Citizenship Behavior is occasionally present

1.80 – 2.59	Low	Organizational Behavior is seldom present Citizenship
1.00 – 1.79	Very Low	Organizational Behavior is frequently present Citizenship

### 3.2.3 Sources of Data

The survey questionnaire was used to elicit primary source of data. In order to tailor the purposes, related readings, and review of related literature, the survey questionnaire was crafted based on the theoretical and conceptual framework.

### 3.2.4 SamplingDesign

The Stratified sampling procedure used to determine the respondents of this study.

The scale of each stratum was proportionate to the population size of the strata. A respondent was identified to be (1) Hospitals Employee regardless of their job status and both from operation and support services department.

### 3.2.5 SamplingFrame

The researcher requested the concerned agencies for the number of all hospital employees in the Caraga Region. However, due to the COVID-19 pandemic, retrieving this data was felt as a difficult phase in the gathering procedure.

Regarding the time span involved, the primary data was obtained from the respondents who formed the survey once, over a span of 6 months. This research was expected to be accomplished within one year as a requirement by the Ateneo de Davao University – School of Business and Governance.

### 3.2.6 Sample Size

According to Department of Health, there were 8,382 hospital employees in Caraga Region. Using the Slovin's formula, the researcher determined the sample size used in the study:

$$n = \frac{N}{1+Ne^2}$$

Where N is the population, n is the sample size, and e is the degree of marginal error, which could be 1%, 5%, or 10%. For this study, the researcher used a margin of error of 5%. Given the 8,382 population, the researcher needed 382 sample size based on the computation yielded using the given formula:

$$n = \frac{8,382}{1+ (8,382) (.05)^2} n=8,382/21.955  
n=382 \text{ sample size}$$

However, an estimated twenty percent non-response rate was expected. It was specifically believed that an eighty percent response rate was practical in a survey of a general population. Therefore,  
 $n = 382 / (1-20)$

**n = 478 respondents**

Hence, a total of 478 respondents was the sample population size surveyed in this study.

**Table 3.8 Population Distribution for Target Sample Size**

Strata	Population/Strata	Computation	Percentage of Distribution	Target Sample	Sample Size
Agusan del Norte	1,172	(1,172/8,382)	14%	53	67
Agusan del Sur	2,451	(2,451/8,382)	29.2%	112	140
Surigao del Norte	2,406	(2,406/8,382)	28.70%	110	137
Surigao del Sur	2,353	(2,353/8,382)	28.07%	107	134
<b>Total</b>	<b>8,382</b>		<b>100.00%</b>	<b>382</b>	<b>478</b>

### 3.2.7 Research Respondents

The respondents of the study were the Employees of Private Hospitals in Caraga Region. There were 478 respondents to run the multiple regression analysis.

### 3.2.8 Research Locale

The research was conducted in Caraga region and its provinces, particularly Agusan Del Sur, Agusan Del Norte, Surigao Del Sur, and Surigao Del Norte.

### 3.3 Research Instrument

The researcher used primary data through data collection using questionnaires in conducting this dissertation study. The questionnaire was validated by three experts who have doctorate degrees in the field of Management in Human Resource Management. The researcher pre-tested the questionnaire among 30 employees, who were not included in the selection of the respondents. Their commentaries and recommendations were integrated into the final questionnaire.

A hybrid questionnaire (a mixture of structured and self-developed survey questionnaires) was used by the researcher, which was referred to by Adrian Furham and Leonard Goodstein in 1997. Hence the questionnaires are from an open source so there is no need to formally ask their permission. There are three sections in the survey questionnaire.

Section 1 labelled the demographic profile of respondents in terms of their age, sex, and the number of years in service.

Section 2 consisted of Leadership, Job Motivation, Organizational Climate, Job Satisfaction, and Organizational Commitment indicators.

In section 3 comprised the Organizational Citizenship Behaviour indicators which serve as the dependent variable of the study.

### 3.3.1 Reliability and Validation Test Results of Research Instrument

Validity is the degree of which an instrument calculates and does what it is intended to measure as it is designed to do. Before the pretesting process, the questionnaire was validated first by three (3) experts namely; Dr. Sophremiano B. Antipolo, Dr. Ermie Lux L. Matildo and Dr. Susan S. Cruz. See (Appendix C).

Part of this procedure was pre-testing the 30 employees, who were not included in the 478 selected respondents. The result of the pre-test was then tested for reliability. Presented in Table 3.8 is the result of the reliability test. Results show that the following independent variables describe in the table below includes reliable statements or indicators having passed the 70 % Cronbach Alpha standards.

**Table 3.9 Reliability Test of Pretesting**

Independent Variables	Chronbach's Alpha Pre-test
Leadership	0.796
Job Motivation	0.763
Organizational Climate	0.946
Job Satisfaction	0.862

Organizational Commitment	0.581
---------------------------	-------

However, Organizational Commitment got 0.58 Cronbach's alpha survey. According to Hinton, McMurray, and Brownlow (2014), an alpha score of above 0.75 indicated a high reliability, while an alpha between 0.50 and 0.75 had moderate reliability and was still generally accepted. Thus, the survey questionnaire had reliable indicators.

Table 3.10 shows the result of the reliability test for the indicators of the dependent variable on Organizational Citizenship Behavior. Result show that the statements used in each variables were reliable since they passed the above 70 % Cronbach Alpha Standards (Hair et al., 2013).

**Table 3.10 Reliability Test of Pretesting**

Dependent Variable Indicators	Chronbach's Alpha Pretest
Altruism	0.703
Civic Virtue	0.718
Conscientiousness	0.872
Courtesy	0.876
Sportsmanship	0.880

### 3.4 Data Collection Method

- In pre-phase stage, a respondent was identified (1) Hospital Employee regardless of their job status and both from operation and support services department. which conforms to the criteria set for the selection of respondents.
- Initial email was sent to the identified respondents. This was done for the purpose of getting their commitment to be involved in the study. The email enclosed a request letter asking for their consent to be part of the study.
- During the collection method, the evaluation questionnaire was administered by the research assistants from 4 provinces in Caraga Region. A hospital employee was the respondents of the study.
- The collection and analysis of the result was administered by the researcher using the multiple regression analysis, hierarchical regression analysis, t-test and ANOVA as statistical tool in getting the result.

The hospital employees within the research locale were identified as respondents of the study.

### 3.5 Statistical Treatment

The researcher used weighted mean and standard deviation were used to analyse the descriptive statistics of the level of dependent variable (Organizational Citizenship Behaviour).

On the other hand, the researcher used Multiple Regression Analysis (MRA) to determine the incremental variance contributed by the Independent Variables (Leadership, Job Motivation, Organizational Climate, Job Satisfaction, and Organizational Commitment) to the dependent variable. The MRA was used to determine which independent variable was the best predictor of Organizational Citizenship Behavior in Caraga Region.

On the significant differences in Organizational Citizenship Behavior according to the demographic profiles and the number of years in service, the Analysis of Variance (ANOVA) and t-test were used.

The Hierarchical Regression Analysis was used to test the moderating effect of demographic profiles and the number of years in service of the respondents. The variance of the moderating variables (demographic profiles and number of years in service) was used as basis to explain the effect of independent variables on the dependent variable.

Finally, the frequency and percentage were used to analyse the descriptive statistics of the demographic profiles and the number of years in service.

Table 3.10 presents the matrix of statistical analysis of the problem and summary of the statement of statistical techniques.

**Table. 3.11a Matrix of Statistical Analysis**

<b>Research Question</b>	<b>Statistical Analysis</b>
What is the level of Organizational Citizenship Behaviour of hospital employees in Caraga Region in terms of? Altruism Civic Virtue Courtesy Sportsmanship Conscientiousness	Mean and Standard Deviation
Do the factors Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment significantly affect the Organizational Citizenship Behaviour using the indicators altruism, Civic Virtue, Courtesy, Sportsmanship and Conscientiousness?	Stepwise Regression Analysis/ Pearson's Product-Moment Correlation
Is there a significant difference on the Level Organizational Citizenship Behaviour when respondents are grouped to: Age Sex Number of Years in Service	Analysis of Variance (ANOVA)

**Table. 3.11b Matrix of Statistical Analysis**

Research Question	Statistical Analysis
<p>Does the respondent's age, sex, number of years in service significantly moderate the relationship between the independent variables Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment and the dependent variable Organizational Citizenship Behaviour?</p>	Hierarchical Regression Analysis
<p>What is the profile of the hospital employees according to:</p> <p>Age</p> <p>Sex</p> <p>Number of Years in Service</p>	Frequency and Percentage

### 3.6 Ethical Consideration

The Ateneo de Davao University Research and Publication Office Guidelines for Ethics in Research was used as guide to safeguard and upgrade self-respect, privileges, security, and welfare of research the participants of this study. Part of this procedure is to obey moral values of sovereignty, beneficence, non-maleficence, fairness, care, and dignity which are universal. Also, promote the institutional ethical values of science by supporting the well-being of workers as his fundamental motive for the research enterprise. Intellectual freedom was also valued and he adhered to thorough and fair work. The researcher committed to obey the following:

- Guaranteed the valid consent of all participants;
- Maintained the anonymity of the participants of the study and complied with the legal criteria of the duty of care and responsibility;
- Upheld and secured the participants' civil rights by selecting them deliberately and equitably. It was made sure they were not systematically picked, and they were not corrupted and were not abused;

- d. The care taken to carry out the research was noted and the right of each participant was respected;
- e. Ensured all the time the trustworthiness is wellpreserved;
- f. In any step of study, observed honesty andtransparency;
- g. Stated the results correctly andhonestly;
- h. In cases involving their witnessing of fraud or wrongdoing, they followed the existing protocols to protect the reputation of the scientificcommunity;
- i. Practiced fair and empirical standards in the selection ofparticipants;
- j. Took proactive action to preserve the integrity of review materials and protect others' intellectual property;and
- k. Lastly, guaranteed that the approval to conduct the study was not from theHospital Ethics committee since patients were not covered or part of thestudy.

Finally, the researcher refrained from doing any act that would cast doubt on the reputation of the Ateneo de Davao University as an institution of knowledge and research.

#### **IV. FINDINGS AND IMPLICATIONS**

This chapter presents the results of the study and its implications. The presentation of the results was based on the chronological order of the problem statements and was divided into five sections. The first section presents the results of the weighted mean and frequency as a statistical method on the level of organizational citizenship behavior of hospital employees in the Caraga region. The second part comprises the results of regression analysis and correlation. The third part displays the result of the test of significant difference on the Level Organizational Citizenship Behaviour when respondents are grouped to Age, Sex, and Number of Years in Service using analysis of variance (ANOVA) as statistical tool. The fourth part shows the result of the hierarchical regression analysis. The fifth section displays the descriptive analysis on the demographic profile of the respondent. The hypothesis and implications to theory, practice, and research were presented in the final sections of thischapter.

##### **4.1. Results on the Level of Organizational Citizenship Behavior among hospital employees in Caraga Region**

Table 4.1.1 shows the level of organizational citizenship behavior in Caraga region. The overall mean was 4.42 with a descriptive level of very high. This implies that there is a very high level of Organizational Citizenship Behavior among hospital employees in Caraga Region. The assumption was based on the level of Organizational Citizenship Behavior which defines using the indicators such as altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

The level of organizational citizenship behavior in terms of altruism was measured based on the time given to help co-employees with work-related problems, readiness to lend a helping hand to those around the employee, and willingness to assist other people with heavy workloads. On the other hand, civic virtue was measured based on being active in attending meetings in the organization, making constructive suggestions that enhance the performance of the organization, and taking steps in trying to prevent problems with other workers. For conscientiousness, it was measured based on always arriving early and immediately getting to work, following the rules of the organization even though no one is watching and no evidence can be tracked, and not taking any additional breaks. For courtesy, it was measured based on always trying to avoid creating problems for co-workers, always mindful on how to conduct a good action that affects the jobs of other people in the organization, and reading the announcements from the company, memos and so on. Lastly, for sportsmanship, it was measured based on not finding fault in what is being done by the company, not concentrating on what is wrong, rather than the good side of the situation, and not spending a lot of time worrying about minorissues.

The highest level describes the level of organizational citizenship behavior in terms of the readiness to lend a helping hand to those around them (mean = 4.64 and SD=.573), followed by giving their time to help co-employees with work- related problems and always reading the announcements from the company, memos and so on with same mean and standard deviation (mean=4.58 and SD=.632). This implies that the hospital employees in Caraga region are willing to help and support those co-employees that are in need of their help by giving their time in solving work-related problems andthese are under the altruism indicator. Supported by the study of Smith, Organ, and Near (1983) described altruism as charitable behavior, when workers support a person with a specific difficulty in completing the work in uncommon problems. Additionally, workplace altruistic conduct defines people who help selfless workers (Khurana et

al., 2014). The showing of altruism denotes acts that reflect empathy and support for group cohesion, such as helping staff with workloads and other socially-motivated behavior. Also, Dargahi, Alirezai, and Sheham (2012) concluded that altruism was an inclusive trait for nurses to adopt a patient-oriented attitude.

Fourth in rank was following the rules of the organization even though no one is watching and no evidence can be tracked (mean=4.55 and SD=.628), and fifth in rank is always trying to avoid creating problems for co-workers (mean=4.54 and SD=.719). There are two indicators on fifth rank with the same mean but with different standard deviation, these are not concentrating on what is wrong rather than the good side of the situation, and not spending a lot of time worrying about minor issues with the (mean=4.45 and SD=.716 and .777). There are also two indicators sixth rank that has the same mean with different standard deviation on the list was taking steps in trying to prevent problems with other workers assisting other people with heavy workloads (mean=4.48 and SD=.696 and .687), followed by mindful on how the conduct affects the jobs of other people in the organization. (Mean=4.46 and SD=.699) and then by not finding fault in what is being done in their company (Mean=4.38 and SD=.769). Ninth on the list was actively attending meetings in their organization (mean=4.31 and SD=.771), followed by always arriving early and immediately get to work (mean=4.21 and SD=.750) next is not taking any additional breaks (mean=4.19 and SD=.767), and lastly was making constructive suggestions that enhance the performance of the organization (mean= 3.99 and SD= 1.006). Generally, the majority of the levels were described as very high, which meant that the level of organizational citizenship behavior among hospital employees in Caraga region is very evident.

**Table 4.1.1a The level Organizational Citizenship Behavior in Caraga Region**

Statement	Mean	SD	Description
1.) I give my time to help co- employees with work-related problems.	4.58	.632	<b>Very High</b>
2.) I am always ready to lend a helping hand to those around me.	4.64	.573	<b>Very High</b>
3.) I assist other people with heavy workloads.	4.48	.687	<b>Very High</b>
4.) I actively attend meetings in our organization.	4.31	.771	<b>Very High</b>
5.) I make constructive suggestions that enhance the performance of the organization.	3.99	1.006	<b>High</b>
6.) I take steps to try to prevent problems with other workers.	4.48	.696	<b>Very High</b>
7.) I always arrive early and immediately get to work.	4.21	.750	<b>Very High</b>

Table 4.1.1b The level Organizational Citizenship Behavior in Caraga Region

Statement	Mean	SD	Description
8.) I follow the rules of the organization even though no one is watching and no evidence can be tracked.	4.55	.628	<b>Very High</b>
9.) I am not taking any additional breaks.	4.19	.767	<b>High</b>
10.) I always try to avoid creating problems for co-workers	4.54	.719	<b>Very High</b>
11.) I am mindful of how my conduct affects the jobs of other people in the organization.	4.46	.699	<b>Very High</b>
12.) I read the announcements from the company, memos and so on.	4.58	.632	<b>Very High</b>
13.) I don't find fault in what is being done by my company.	4.38	.769	<b>Very High</b>
14.) I don't concentrate on what is wrong, rather than the good side of the situation.	4.45	.716	<b>Very High</b>
15.) I don't spend a lot of time worrying about minor issues.	4.45	.777	<b>Very High</b>
<b>Over-all Mean</b>	<b>4.42</b>	<b>.450</b>	<b>Very High</b>

This result conforms to the study of Gaa (2010), that if people are self-motivated, they understand and acknowledge the value of mutual vision. In addition, Barr and Pawar (1995) clarified that OCB is an indication of the employee's commitment to the business and desire to stay in the company and things that go outside the reach of the job specified for them. This is the behavior that any organization of its employees desires since it has been proven to enhance the organization's success.

Also, workplace OCB conduct defines people who help selfless workers (Khurana et al., 2014). The showing of OCB denotes acts that reflect empathy and support for group cohesion, such as helping staff with workloads and other socially motivated behavior. Similarly, Dargahi, Alirezaie, and Sheham (2012), concluded that OCB was an inclusive trait for nurses to adopt a patient-oriented attitude. Also, Ahmad (2011) described it as an embedded with the encouraging environment of the worker. Al-Zu'bi (2011) further says that the demonstration by OCB of altruistic behavior with conscientiousness and sport-like behavior contributes to the sharing between co-workers of information. Meanwhile, the beneficial result of altruistic features set the stage for inspired response-to-action that causes team efficiency to increase (González-Romá & Gamero, 2012).

#### 4.2 Regression Analysis

Multiple regression analysis was performed to test the explanatory and predictive effect of the independent variables (Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment) on the dependent variable (Organizational Citizenship Behaviour) in order to determine the factors that affect the behaviour of organizational citizenship in the Caraga region. This test ought to answer hypothesis 1 in problem 2.

H<sub>0</sub>:1: The independent variables Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment do not significantly affect the Organizational Citizenship Behaviour.

#### 4.3 Multiple Regression Analysis Assumptions

Using normality, multicollinearity, and homoscedasticity tests, suitability of multiple regression analysis was determined prior to applying the stepwise method. An evaluation of data normality is a prerequisite for many statistical studies, such as Multiple Regression Analysis, since normal data is an underlying premise of parametric testing. However, according to Hair et al. (2014), numerous authors have stated that for a sample size greater than 200, the effect of non-normality would have a limited effect on the test. Larger sample sizes decrease the detrimental effect of non-normality.

##### Normality Test

Multiple regressions assumed that the residuals were normally distributed. To test the normality of data, the Kolmogorov-Smirnov and Shapiro-Wilk Test were conducted. Kolmogorov-Smirnov had a p-value of 0.000, and Shapiro-Wilk had a p-value of 0.000, as shown in Table 4.3.1. The normal distribution assumes that the p-value must be higher than 0.05 for both tests. Thus, the data used in this research may have problems with normality.

Table 4.3.1 Test of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Standardized Residual	.081	478	.000	.963	478	.000
a. Lilliefors Significance Correction						

Using the graph, the usual likelihood plot does not show a near fit in the dotted line which suggests a non-normal distribution of data (Figure 4.3.1). The usual probability plot is a graphical tool for determining whether a data set is roughly normally distributed or not. The data is plotted against a theoretical normal distribution in such a way that the points can form an approximate straight line. If the data is not close to the linear line of 45 degrees, then there is probably a normality issue (Hair, et.al.2014).

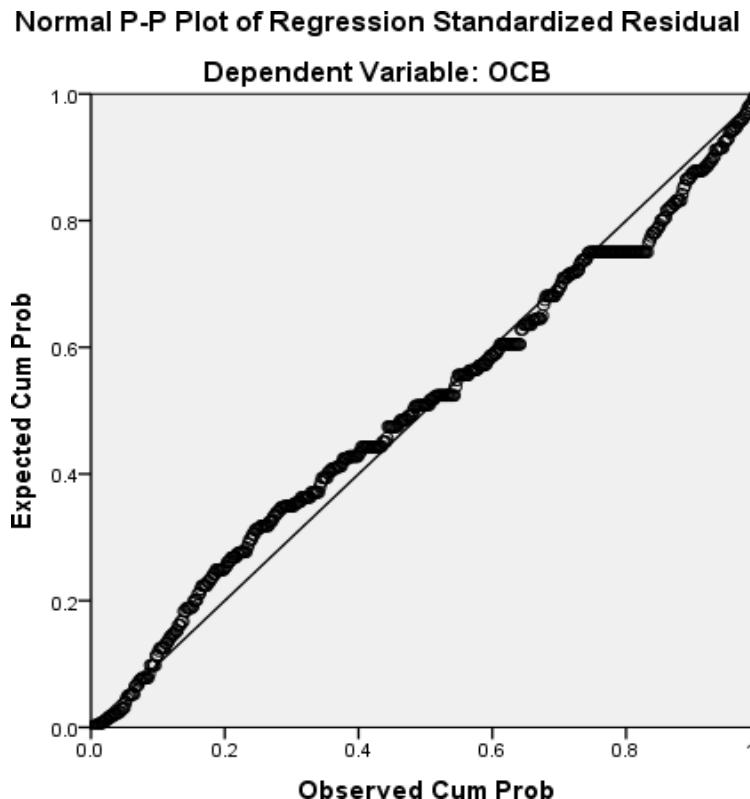


Figure 4.3.1 Graph of Normal P-P Plot

Table 4.3.2 shows the descriptive statistics for skewness and kurtosis. The skewness result shows that the data are skewed to the right or positively skewed at 1.22 (positively skewed less than 2.58), and the kurtosis shows a leptokurtic (higher peak) with 12.60 values. This means that the data are not normally distributed.

Table 4.3.2 Descriptive Statistics for Skewness and Kurtosis

		Statistic	Std. Error
Standardized Residual	Mean	0E-7	.04554675
	95% Confidence Interval for Mean	Lower Bound	-.0894971
		Upper Bound	.0894971
	5% Trimmed Mean	.0093498	
	Median	.0226187	
	Variance	.992	
	Std. Deviation	.99579830	
	Minimum	-3.24506	
	Maximum	5.09534	
	Range	8.34040	
	Interquartile Range	1.16308	
	Skewness	.149	.112
	Kurtosis	2.830	.223

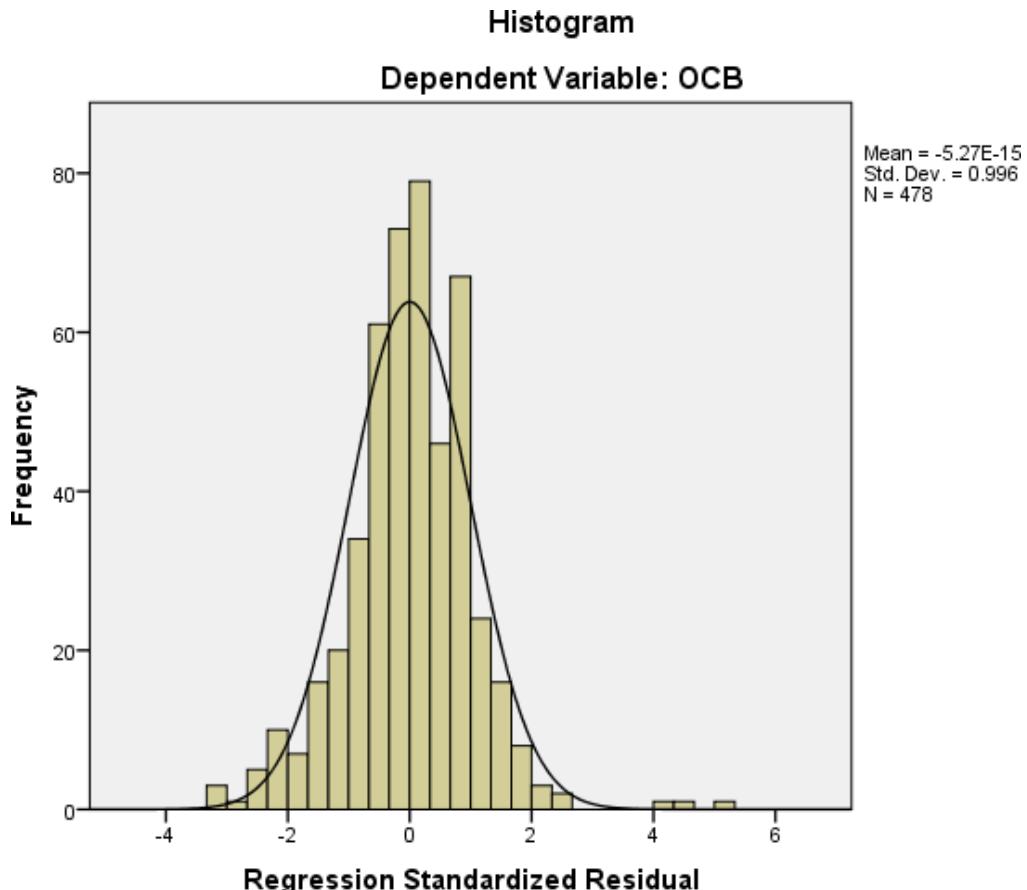
\*Skewness = Skewness/std. error of skewness =  $.149/.122 = 1.22$  which is skewed to the right (positively skewed less than 2.58)

\*\*Kurtosis = kurtosis/std. error of kurtosis =  $2.830/.223 = 12.690$  which is leptokurtic/higher peak (greater than 2.58)

For it to be normally distributed, the skewness should not be skewed to the right (positively skewed, if the skewness and standard error of skewness ratio is greater than 2.58) or skewed to the left (negatively skewed, if the skewness and standard error of skewness ratio is less than -2.58); the kurtosis should be mesokurtic (normally distributed, if the kurtosis and standard error of kurtosis is 2.58) and not platykurtic (flatter peak, if the kurtosis and standard error of kurtosis is less than -2.58) or leptokurtic (taller peak, if the kurtosis and standard error of kurtosis is

greater than 2.58).

The normal distribution histogram for the dependent variable also manifested a taller peak model (Figure 4.3.2).



**Figure 4.3.2 Histogram of Dependent Variable Multicollinearity Test**

Another assumption of the regression model was that there was no high correlation of the independent variables with each other. The Variance Inflation Factor (VIF) values were used to test this assumption. Hair et al. (2014) proposed a threshold value of 5 for VIF, indicating a problem with multicollinearity.

The coefficients of the MRA model have been presented in Table 4.3.3. VIF values higher than 5 were not present. It was a strong indication that for model 4, there was no multicollinearity issue. For model 4, the highest VIF is Organizational Climate (1.894).

The tolerance value and condition index by Hair et al. was a further measure of multicollinearity (2014). A multicollinearity presence was indicated by a tolerance value of 0.50 or less, while 0.30 or less showed a serious multicollinearity problem. Values must be less than or equal to 30 for the condition index. In Table 4.3.3, the condition index of model 4 showed no greater than 30, and the tolerance value has no less than 0.50. This showed that there were no multicollinearity issues for problem 2.

Table 4.3.3 Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Zero-order	Partial	Part	Tolerance	VIF
4	(Constant)	1.982	.121		16.312	.000				
	Leadership	.140	.023	.256	6.010	.000	.572	.266	.199	.601
	Organizational Commitment	.185	.030	.264	6.151	.000	.570	.272	.203	.596
	Job Motivation	.121	.028	.181	4.289	.000	.526	.193	.142	.613
	Organizational Climate	.114	.032	.163	3.589	.000	.554	.163	.119	.528

a. Dependent Variable: Organizational Citizenship Behavior

#### Homoscedasticity Test

Homoscedasticity is used with all expected scores to measure whether the variance of the residuals are identical. The scatterplot is used explicitly to evaluate if the graph shows a triangle or diamond pattern for homoscedasticity evaluation. A diamond pattern or triangle pattern (whether left or right) is not shown in Figure 4.3.3 and the presence of heteroscedasticity is not indicated. The data has therefore passed the assumption of homoscedasticity, and all the relevant variables in Model 4 are part of the regression model.

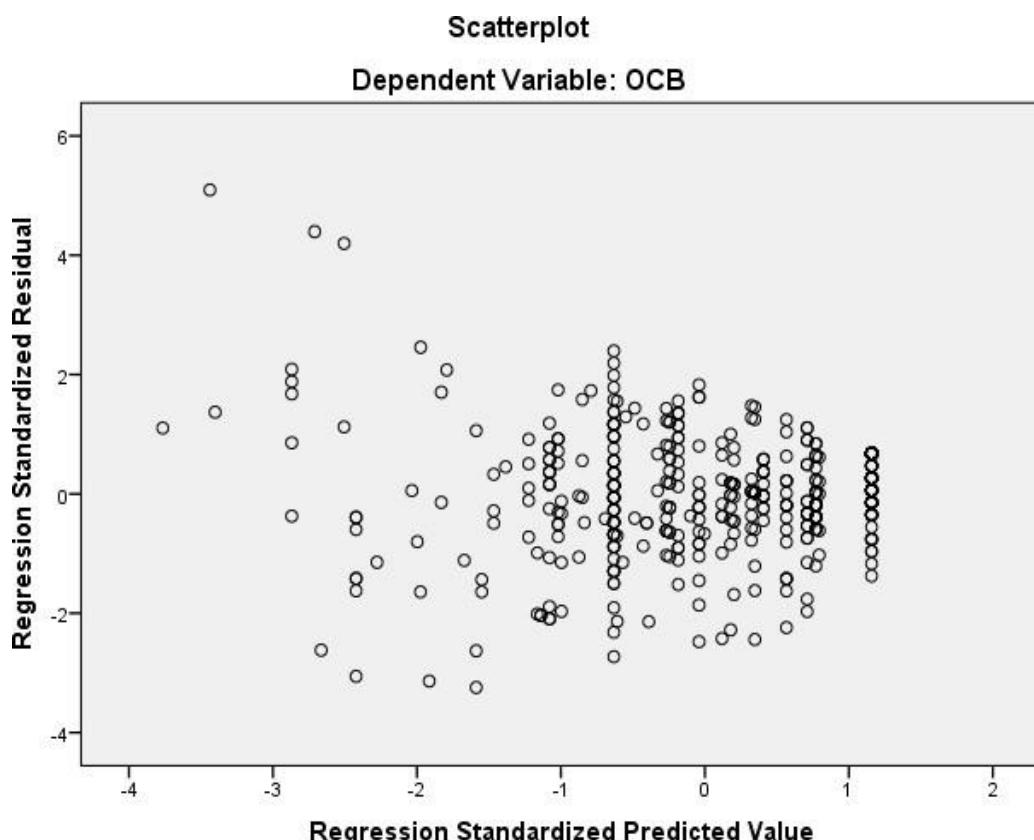


Figure 4.3.3 Scatter plot of Dependent Variable: Organizational Citizenship Behavior

#### On Sufficient Number of Observations

The minimum number of observations for each independent variable is 5:1 for the adequate number of observations (Janssens, 2008), but increases when stepwise estimated (e.g. 15 to 50 observations: 1 independent variable). There are five (5) independent variables in this study, so the minimum number of observation should be 250. In this study, the total number of respondents is 478, so the assumption of a sufficient number of observations was met.

While the data departs from normality, the sample size of this study 478 is still valid to be used in the main regression analysis. The effect of sample size can be considered in assessing normality, as identified by Hair et al. (2014). In particular, if the data is not normally distributed with the sample size being used being small, such as 50 or less, and particularly if the sample is smaller than 30, the non-normal distribution may have a detrimental effect on the results of the regression. However, the effect of non-normality on regression results is negligible if the sample is large, such as 200 or more.

#### Results of Multiple Regression Analysis

##### Test of Significant Relationship of Independent Variables (Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment) and Dependent Variable (Organizational Citizenship Behavior) of hospital employees in Caraga Region

Presented in Table 4.3.4 is the correlation of the factors affecting the organizational citizenship behavior among hospital employees in Caraga Region, namely: Leadership, Job Motivation, Organizational Commitment, Job Satisfaction and Organizational Climate. It was practically important to determine the relation and correlation of the independent variables to the dependent variables before proceeding to the regression analysis.

A correlation coefficient of one (1) indicated a perfect correlation, whereas no correlation was indicated by a value of zero. As illustrated in Table 4.3.4 all the independent variables (leadership, job motivation, organizational climate, job satisfaction, and organizational climate) had moderate correlations. Therefore, all variables were highly significant.

Table 4.3.4 Summary of Pearson's r Results

		Pearson's r	Sig.(1 tailed)	Correlation Strength
Organizational Citizenship Behavior	Leadership	0.572	.000	Moderate
	Job Motivation	0.526	.000	Moderate
	Organizational Commitment	0.554	.000	Moderate
	Job Satisfaction	0.520	.000	Moderate
	Organizational Climate	0.570	.000	Moderate

Significant at 0.01 level of significance

A correlation coefficient of one (1) indicated a perfect correlation, whereas no correlation was indicated by a value of zero. As illustrated in Table 4.3.4 all the independent variables (leadership, job motivation, organizational climate, job satisfaction, and organizational climate) had moderate correlations. Therefore, all variables were highly significant.

Table 4.3.5 showed the model summary of MRA. The coefficient of determination ( $R^2$ ) for model 4 was 0.483. It's ANOVA in Table 4.2.10 had an F value of 110.293 (P value=0.00). It meant that all the independent variables used together in the model as a set were significantly related to the dependent variable. The variables accounted for 48.30% of the variances, which was below 0.50. Hair et al. (2013) notes that  $R^2$  below 0.50 is not a good explanatory power to predict; however, it could explain the dependent variable (organizational citizenship behavior).

Table 4.3.5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.572 <sup>a</sup>	.327	.325	.36973	.327	231.007	1	476	.000	
2	.659 <sup>b</sup>	.435	.432	.33911	.108	90.842	1	475	.000	
3	.684 <sup>c</sup>	.469	.465	.32920	.034	30.032	1	474	.000	
4	.695 <sup>d</sup>	.483	.478	.32515	.014	12.880	1	473	.000	1.584
a. Predictors: (Constant), Leadership										
b. Predictors: (Constant), Leadership, Organizational Commitment										
c. Predictors: (Constant), Leadership, Organizational Commitment, Job Motivation										
d. Predictors: (Constant), Leadership, Organizational Commitment, Job Motivation, Organizational Climate										
e. Dependent Variable: OCB										

Based on multicollinearity test (Table 4.3.3), model summary (Table 4.3.5) and ANOVA (Table 4.3.6), stepwise regression results suggested that all factors (have p- value less than significant value of 0.05) explained the organizational citizenship behavior of hospital employees in Caraga Region. This meant that these variables significantly affect the organizational citizenship behavior of the respondents in Caraga Region, specifically, Leadership (Beta=0.256, t value=6.010, P-value =0.000); Organizational Commitment (Beta=0.264, t value=6.010, P-value=0.000); Job Motivation (Beta=0.181, t value=4.289, P-value=0.000); and Organizational Climate (Beta =0.163, t value=3.589, P-value=0.000). The linear combination of these predictors explained that 48.3% of the variability in organizational citizenship behavior could be explained by the factors ( $R^2= .483$ ,  $F=12.880$ ,  $P<0.05$ ). Further, the R square value of 0.483 as the highest value compared to the other model denoted a more reliable model.

The standard coefficients (Beta) in Table 4.3.3 indicated that all significant predictors influence and explain the organizational citizenship behavior of hospital employees in Caraga Region since values ranges from 0 to 1 or 0 to -1. Organizational Commitment had the strongest explanation ( $\beta=.264$ ), followed by Leadership ( $\beta=.256$ ), and Job Motivation ( $\beta=.181$ ). Organizational Climate had the lowest influence ( $\beta=.163$ ).

The best model possible in terms of accuracy and predictability was shown in  $R^2$  (Table 4.3.5), which was 48.3%. Moreover, the model generated a Durbin Watson (DW) value of 1.584, which was interpreted as an acceptable level. The DW was within the range of 1.5 to 2.5. Any serial correlations corresponding to the DW values beyond the said range would have a clear effect on the interference techniques.

Generally, model four (4) had presented a highly significant F ratio value of 12.880 at a 0.000 significance value presented in Table 4.3.5. This went on to show that the model had represented the amount of variance in the respondents' perceived level of organizational citizenship behavior.

Table 4.3.6 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.578	1	31.578	231.007	.000 <sup>b</sup>
	Residual	65.069	476	.137		
	Total	96.647	477			
2	Regression	42.025	2	21.012	182.725	.000 <sup>c</sup>
	Residual	54.622	475	.115		
	Total	96.647	477			
3	Regression	45.279	3	15.093	139.273	.000 <sup>d</sup>
	Residual	51.368	474	.108		
	Total	96.647	477			
4	Regression	46.641	4	11.660	110.293	.000 <sup>e</sup>
	Residual	50.006	473	.106		
	Total	96.647	477			
a. Dependent Variable: OCB						
b. Predictors: (Constant), Leadership						
c. Predictors: (Constant), Leadership, Organizational Commitment						
d. Predictors: (Constant), Leadership, Organizational Commitment, Job Motivation						
e. Predictors: (Constant), Leadership, Organizational Commitment, Job Motivation, Organizational Climate						

### The MRA Equation

On the basis of Table 4.3.5, the MRA equation was shown below: Equation:  $Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + b_5 X_5 + \epsilon$

Where:  $Y$ = Organizational Citizenship Behavior;  $b_0$ =beta constant;  $b_1$ =beta coefficient of Leadership;  $b_2$ =beta coefficient of Organizational Commitment;  $b_3$ =beta coefficient of Job Motivation;  $b_4$ = beta coefficient Organizational Climate.

$X_1$ = means Leadership;  $X_2$ = means Organizational Commitment;  $X_3$ = means Job Motivation;  $X_4$ = means Organizational Climate; and  $\epsilon$ = error term, Thus, for Organizational Citizenship Behavior in Caraga Region, the model generated is:

Organizational Citizenship Behavior = 1.982 + 0.140 Leadership+ 0.185 Organizational Commitment + 0.121 Job Motivation + 0.114 Organizational Climate+  $\epsilon$ .

\*\*Organizational Citizenship Behavior= 1.982 + 0.140 (4.27) + 0.185 (4.41) + 0.121

(4.432) + 0.114 (4.38) +  $\epsilon$ .

=1.982+0.598+0.816+0.536+0.499

=4.431 (Very High)

\*\*Putting the weighted mean of independent variables to the equation, resulted to the weighted mean of dependent variable.

### MRA Validation

The data was validated for generalization based on split samples (Table4.3.7).

Using randomizer tools, the original data was divided into two samples.

The findings for split sample 1 and split sample 2 were not vastly different compared to the main sample. The sample can then be generalised across the population. This is due to a small sample compared to this study's 478 total

respondents.

Table 4.3.7 Comparison of the Main Sample with Split Samples (using Stepwise)

Model Component	Main Sample (n=478)	Split 1 (n=239)	Split 2 (n=239)
<b>Model fit</b>			
R <sup>2</sup>	0.483	0.539	0.463
Adjusted R <sup>2</sup>	0.478	0.533	0.454
St. error of the estimate	0.32515	0.31975	0.31904
<b>Dependent Variable – Organizational Citizenship Behavior</b>	<b>Significant</b>	<b>Significant</b>	<b>Significant</b>
<b>Leadership</b>	<b>Significant</b>	<b>Significant</b>	<b>Significant</b>
<b>Job Motivation</b>	<b>Significant</b>	<b>Significant</b>	<b>Significant</b>
<b>Organizational Climate</b>	<b>Significant</b>	<b>Significant</b>	<b>Significant</b>
<b>Job Satisfaction</b>	<b>Significant</b>	<b>Significant</b>	<b>Significant</b>
<b>Organizational Commitment</b>	<b>Significant</b>	<b>Significant</b>	<b>Significant</b>

The result is related to the study of Hatmi (2016), to enhance organizational commitment, performance enhancement, and customer satisfaction and work satisfaction, to name a few, organizational citizenship behavior appears to take several important steps by offering strategies. Accordingly, organizational citizenship behavior is of interest and it is observed as one of the imperative resources of almost any organization. Organizational Citizenship Behavior reveals a "good soldier syndrome" that is so important for any organization's success and smooth running. This means having a good job, doing an effort beyond formal job requirements in every aspect, and satisfying the gap among, on the one hand, processes, rules and regulations, and, on the other hand, complex as well as functional reality (Thulasi, 2015).

#### 4.4 Test of Significant Differences on the Organizational Citizenship Behaviour when Grouped According to Demographic Profile.

The results illustrated the significant difference when grouped according to demographic profiles of respondents in terms of Age, Sex, and Number of years in Service. The ANOVA test for age and gender was used. For sex, T-test was used appropriately. But after processing the data in SPSS for normality test, it was found that the data is not normal; hence, the data had to be transformed inversely; however, still yielded typical result. With this, the t-test and ANOVA as statistical tool cannot be used; instead the non-parametric test (Kruskal Wallis Test for Age and No. of years in service and Mann-Whitney U Test for Sex) was used as alternative treatment.

The results ought to answer the null hypothesis of problem number 3, which was: H<sub>0</sub>2: "There is no significant difference on the factors affecting the Organizational Citizenship Behaviour when grouped according to age, sex and number of years in service".

#### Summary of the normality test of Organizational Citizenship Behavior in Caraga region when group according to Age, Sex, Number of Years in service.

Table 4.4.1 shows the test of normality for age. The p-value for the 20-25 years old is .000, for age 26-30 years old the p-value is .000, for age 31-35 years old the p-value is .000, for 36-40 years old the p-value is .005 and for 41 years old above p-value is .000. The traditional 0.05 cut-off is used by Prism to address the question of whether the data has passed the normality test. The answer is yes if the P value is greater than 0.05. If the value of the P is less than or equal to 0.05, the answer is No. Therefore, the data in Table 4.3.1 in terms of age did not pass the normality test.

Table 4.4.1 Test of Normality for Age

	AGE	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	Df	Sig.
OCB	20-25 years old	.206	82	.000	.842	82	.000
	26-30 years old	.127	123	.000	.929	123	.000
	31-35 years old	.104	82	.028	.928	82	.000
	36-40 years old	.079	88	.200*	.957	88	.005
	41 years old above	.153	103	.000	.881	103	.000

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Table 4.4.2 shows the test of normality for Sex. The p-value for the male is .000 and for female the p-value is .000. The traditional 0.05 cut-off is used by Prism to address the question of whether the data has passed the normality test. The answer is yes if the P value is greater than 0.05. If the value of the P is less than or equal to 0.05, the answer is No. Therefore the data in Table 4.3.2 in terms of sex did not pass the normality test.

Table 4.4.2 Test of Normality for Sex

	SEX	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	Df	Sig.
OCB	Male	.116	171	.000	.946	171	.000
	Female	.118	307	.000	.919	307	.000

a. Lilliefors Significance Correction

Table 4.4.3 shows the test of normality for number of years in service. The p- value for the 2-5 years in service is .000, for 6-10 years in service the p-value is .000, for 11-15 years in service the p-value is .007, for 16-20 years in service the p-value is .000 and for 21 years above in service the p-value is .000. The traditional 0.05 cut-off is used by Prism to address the question of whether the data has passed the normality test. The answer is yes if the P value is greater than 0.05. If the value of the P is less than or equal to 0.05, the answer is No. Therefore the data in Table 4.3.3 in terms of the number of years in service did not pass the normality test.

Table 4.4.3 Tests of Normality for Number of Years in Service

	NO. OF YEARS IN SERVICE	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	Df	Sig.
OCB	2-5 years in service	.154	202	.000	.917	202	.000
	6-10 years in service	.083	145	.017	.951	145	.000
	11-15 years in service	.112	49	.164	.931	49	.007
	16-20 years in service	.217	35	.000	.813	35	.000
	21 years and above	.214	47	.000	.828	47	.000

a. Lilliefors Significance Correction

**Summary of the normality test of Organizational Citizenship Behavior in Caraga region when group according to Age, Sex, Number of Years in service after inverse transformation.**

After the researcher found out that the data did not pass the normality test, the data was subjected to inverse transformation to see if the data passed already the normality test.

Table 4.4.4 shows the test of normality for age after inverse transformation. The p-value for the 20-25 years old is .000, for age 26-30 years old the p-value is .000, for age 31-35 years old p-value is .000, for 36-40 years old p-value is .000 and for 41 years old above p-value is .000. Still, the data in Table 4.3.4 in terms of age did not pass the normality test after inverse transformation

**Table 4.4.4 Test of Normality for Age after inverse transformation**

	AGE	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	Df	Sig.
OCB	20-25 years old	.237	82	.000	.697	82	.000
	26-30 years old	.139	123	.000	.825	123	.000
	31-35 years old	.154	82	.000	.823	82	.000
	36-40 years old	.118	88	.004	.918	88	.000
	41 years old above	.181	103	.000	.843	103	.000
<b>a. Lilliefors Significance Correction</b>							

Table 4.4.5 shows the test of normality for Sex after inverse transformation. The p-value for the male is .000 and for female the p-value is .000. Still, the data in Table 4.3.5 in terms of sex did not pass the normality test after inverse transformation.

**Table 4.4.5 Tests of Normality for Sex after inverse transformation**

	SEX	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	Df	Sig.
OCB	Male	.129	171	.000	.858	171	.000
	Female	.158	307	.000	.838	307	.000
<b>a. Lilliefors Significance Correction</b>							

Table 4.4.6 shows the test of normality for number of years in service. The p-value for the 2-5 years in service is .000, for 6-10 years in service the p-value is .000, for 11-15 years in service the p-value is .001, for 16-20 years in service the p-value is .000 and for 21 years above in service the p-value is .000. Still, the data in Table 4.3.6 in terms of the number of years in service did not pass the normality test after inverse transformation.

Table 4.4.6 Tests of Normality for number of years in service after inverse transformation

	NO. OF YEARS IN SERVICE	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	df	Sig.
OCB	2-5 years in service	.166	202	.000	.816	202	.000
	6-10 years in service	.122	145	.000	.865	145	.000
	11-15 years in service	.150	49	.008	.900	49	.001
	16-20 years in service	.225	35	.000	.774	35	.000
	21 years and above	.232	47	.000	.782	47	.000

a. Lilliefors Significance Correction

Summary of the result of Organizational Citizenship Behavior in Caraga region when group according to Age, Sex, Number of Years in service using the Non- parametric tool.

Similarly, having found out that the data was still not normal after applying the inverse transformation, the non-parametric test was used with the approval of the adviser and panel member.

Table 4.4.7 shows the result for non-parametric test (Kruskal Wallis Test) in terms of Age. The p-value is .005 which is below the standard p-value of .05. Therefore the decision of the researcher is to reject the null hypothesis.

Table 4.4.7 Tests of Statistics for Age

	OCB	Decision
Chi-Square	14.672	
Df	4	
Asymp. Sig.	.005	Reject
a. Kruskal Wallis Test		
b. Grouping Variable: AGE		

Table 4.4.8 shows the result for non-parametric test (Mann-Whitney U Test) in terms of Sex. The p-value is .052 which met the standard p-value of .05. Therefore the decision of the researcher is to accept the null hypothesis.

Table 4.4.8 Test of Statistics for Sex

	OCB	Decision
Mann-Whitney U	23443.000	
Wilcoxon W	38149.000	
Z	-1.942	
Asymp. Sig. (2-tailed)	.052	Accept
a. Grouping Variable: SEX		

Table 4.4.9 shows the result for non-parametric test (Kruskal Wallis Test) in terms of Age. The p-value is .000 which is below the standard p-value of .05. Therefore the decision of the researcher is to reject the null hypothesis.

Table 4.4.9 Test of Statistics for the Number of Years in Service

	OCB	Decision
Chi-Square	27.217	
Df	4	
Asymp. Sig.	.000	Reject
a. Kruskal Wallis Test		
b. Grouping Variable: NO. OF YEARS IN SERVICE		

#### 4.5 Results of Hierarchical Regression

The results illustrated the moderating effect of demographic profiles (Age, Sex, Number of years in service) on the influence of independent variables: Leadership, Job Motivation, Organizational Climate, Job Satisfaction, and Organizational Commitment to the Organizational Citizenship Behavior of hospital employees in Caraga Region. The result ought to answer the hypothesis 3 of problem number four (4).

##### Summary of Normality Test using the Shapiro-Wilk

Before proceeding with the Hierarchical Regression to see the moderating effect of demographic profile of the respondents to dependent variable and independent variables, the normality test of the data using Shapiro-Wilk test was first reviewed.

Table 4.5.1 shows the result of normality of the data. For age, the p-value is .073. For sex, the p-value is .077, and for the number of years in service the p-value is .128. The traditional 0.05 cut-off is used by Prism to address the question of whether the data has passed the normality test. The answer is yes if the P value is greater than 0.05. If the value of the P is less than or equal to 0.05, the answer is No. Therefore, the data in Table

4.5.1 in terms of age, sex and number of years in service did pass the normality test.

Table 4.5.1 Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Standardized Residual	.030	458	.200*	.994	458	.073
Standardized Residual	.041	458	.057	.994	458	.077
Standardized Residual	.038	458	.132	.995	458	.128
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Summary of regression parameters of the moderating effect of Demographic Profile (Age, Sex, Number of Years in Service) on the influence of Independent Variables towards the Organizational Citizenship Behavior of Hospital employees in Caraga Region

Table 4.5.2 showed the summary of regression parameters of the moderating effect of demographic profiles of hospital employees in Caraga Region represented by (1) Age, (2) Sex, and (3) Number of years in service. All indicators for demographic profiles do not moderate the effect of independent variables to Organizational Citizenship Behavior of Hospital Employees in Caraga Region.

Thus, H<sub>0</sub>3 was accepted. It meant that demographic profiles had no moderating effect on the influence of the independent variables on the organizational citizenship behavior among hospital employees in Caraga Region.

**Table 4.5.2 Summary of Regression Parameters of the Moderating Effect of Demographic Profile**

icators	R <sup>2</sup>	djuste d R <sup>2</sup>	ANOVA		Beta	P-Value	Remarks
			F	Sig			
(1) Age	.561	.555	96.179	.000	.046	.153	Accept
(2) Sex	.560	.554	95.544	.000	.019	.542	Accept
(3) Number of years in service	.560	.554	95.767	.000	.031	.327	Accept

Specifically, the following were generated from the results of Table 4.5.2

- Age has no moderating effect ( $\beta=.046$  p-value=.153) to independent variables (leadership, job motivation, organizational climate, job satisfaction, organizational commitment) and dependent variable (organizational citizenship behavior).
- Sex has no moderating effect ( $\beta=.019$  p-value=.542) to independent variables (leadership, job motivation, organizational climate, job satisfaction, organizational commitment) and dependent variable (organizational citizenship behavior).
- Number of years in service has no moderating effect ( $\beta=.031$  p-value=.327) to independent variables (leadership, job motivation, organizational climate, job satisfaction, organizational commitment) and dependent variable (organizational citizenship behavior).

#### **4.6 Results on the Descriptive Analysis of the Demographic Profiles of hospital employees in CaragaRegion**

Presented in Table 4.6.1 is the distribution of the 478 respondents gathered from the four provinces in Caraga Region. The final numbers of respondents are 478. Based on the total number of respondents, the majority of them came from Agusan del Sur (29.2%), followed by Surigao del Norte (28.70%), Surigao del Sur (28.07%) and Agusan del Norte(14.0%).

**Table 4.6.1 Area Distribution of Respondents**

Provinces	No. of Respondents	Percentage Distribution
Agusan del Norte	67	14%
Agusan del Sur	140	29.2%
Surigao el Norte	137	28.70%
Surigao del Sur	134	28.07%
<b>Total</b>	<b>478</b>	<b>100.00%</b>

#### **Demographic Profile of the Respondents**

Tables presented below show the profile of the respondents in terms of age, sex, and number of years in service.

**Age.** There are 25.7% of the respondents who are between the age bracket of 26- 30 years old, followed by

21.5% who are 41 years old and above, 18.4 % age between 36-40 years old, and 17.2 % age between 20-25 years old and 31-35 years old. This implies that the highest number of respondents in Caraga Region in terms of age were employees who were between 26-30 years old.

Table 4.6.2 Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25 years old	82	17.2	17.2	17.2
	26-30 years old	123	25.7	25.7	42.9
	31-35 years old	82	17.2	17.2	60.0
	36-40 years old	88	18.4	18.4	78.5
	41 years old above	103	21.5	21.5	100.0
	<b>Total</b>	<b>478</b>	<b>100.0</b>	<b>100.0</b>	

**Sex.** Table 4.6.3 shows the sex of the respondents of which 64.85% of the users are female and 35.15% are males. Based on the data, majority of the hospital employees in Caraga Region are female.

Table 4.6.3 Distribution as to Sex of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	171	35.8	35.8	35.8
	2	307	64.2	64.2	100.0
	<b>Total</b>	<b>478</b>	<b>100.0</b>	<b>100.0</b>	

**Number of years in service.** Table 4.6.4 In terms of the number of years in service, there are 42.3% respondents from the 2-5 years bracket. Next is from the bracket 6-10 years with 30.3% respondents. Moreover, 10.3% respondents have been in service for 11-15 years. While 9.8% have been in service for 21 years and above, and lastly, 7.3 % of respondents had served for 16-20 years. Based on the presented data, the highest numbers of respondents have been in service for 2-5 years.

Table 4.6.4 Distribution as to the Number of Years in Service of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-5 years	202	42.3	42.3	42.3
	6-10 years	145	30.3	30.3	72.6
	11-15 years	49	10.3	10.3	82.8
	16-20 years	35	7.3	7.3	90.2
	21 years above	47	9.8	9.8	100.0
	<b>Total</b>	<b>478</b>	<b>100.0</b>	<b>100.0</b>	

#### 4.7 HypothesesTested

Based on the multiple regression analysis, the study results show that there is a significant relationship between the independent variables (Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment) towards the dependent variable (Organizational Citizenship Behavior) among hospital employees in Caraga Region. The results based on 478 respondents also revealed that all five (5) independent variables significantly affect the organizational citizenship behavior; hence null hypothesis 1 is rejected.

The results of the study revealed that there is significant difference on the factors affecting organizational citizenship behavior when respondents were grouped according to age. Also, there is no significant difference on the

factors (leadership, job motivation, organizational climate, job satisfaction and organizational commitment) affecting the organizational citizenship behavior when respondents were grouped according to sex. In terms of the number of years in service there is also significant difference on the factors affecting organizational citizenship behavior. Hence null hypothesis 2 is rejected.

As to the moderating effect of the respondent's age, sex and number of years in service the result of the moderating effect analysis shows that age, sex and number of years in service do not moderate the Leadership, Job Motivation, Organizational Climate, Job Satisfaction, and Organizational Commitment in affecting the Organizational Citizenship behavior among hospital employees in Caraga Region. Hence null hypothesis 3 is accepted.

Table 4.7.1 Hypothesis Testing

	Null hypotheses	Decision
SOP 2	$H_01$ : The independent variables Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment do not significantly affect the Organizational Citizenship Behaviour.	<b>Reject</b>
SOP 3	$H_02$ : There is no significant difference on the factors affecting the Organizational Citizenship Behaviour when grouped according to age, sex and number of years in service.	<b>Reject</b>
SOP 4	$H_03$ : The respondent's age, sex and number of years in service do not significantly moderate the relationship between the independent variables Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment and the dependent variable Organizational Citizenship Behaviour.	<b>Accept</b>

#### 4.8 Implications to Theory

The analysis of the study provided support on the theoretical foundations that the independent variables (Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment) had a positive influence or explanation on the Organizational Citizenship Behavior among hospital employees in Caraga Region. The implication of these variables played a substantial role in organizational citizenship behavior as supported by the five (6) selected theories: Extra Role Behavior Theory, Transformational Leadership Theory, Herzberg Motivation Theory, Person Environment Theory, Motivation Hygiene Theory, and Three Component Model of Commitment Theory.

**Extra Role Behavior Theory.** There is a very high level of organizational citizenship behavior among hospital employees in Caraga Region. Results were related to the study of Organ were he indicates several OCB advantages that could contribute to organizational performance. Facilitating the coordination of things to do between group individuals and across workgroups, enabling agencies to attract and maintain superb employees, enhancing worker or managerial productivity, and enhancing the capacity of the organization to adapt to environmental change.

**Relationship Leadership Theory.** The descriptive level of leadership in Caraga Region is very high. This implies that their leader takes interest on their professional development and encourages them to develop their strengths. This result conforms to the study of Bass (1985), according to him transformational leadership operates through a variety of strategies to improve followers' enthusiasm, trust and job performance; these include connecting the follower's sense of identity and self to a common identity of the project and organizations; being a role model for followers to inspire them and increase their involvement in the project.

**Herzberg's Motivation Theory.** The descriptive level of job motivation in Caraga Region is very high. This implies that they find real enjoyment in their work since it is very interesting and their work gives them opportunity to express themselves completely. This result goes along with the study of Herzberg (1964), according to him the motivators for employees include hard work, gratitude, relationships, and potential development. Managers need to recognize that whilst these criteria can go beyond the more traditional scope of what a workplace should offer, they can be essential to the success of good employees and teams.

**Person Environment Theory.** The descriptive level of organizational climate in Caraga Region is very high. This implies that people in their organization generally support each other well when they feel respected in the department by their colleagues, and when there is also an appropriate system in the organization for their career growth. This conforms with the study of Lewin (1936), according to him the principle behind person-environment fit that is most compatible with employees since the basic rationale of this theory is, if workers work in an optimally compatible environment, all sorts of positive things happen, such as better work attitudes, productivity and less stress.

**Motivator-Hygiene Theory.** The descriptive level of job satisfaction in Caraga region is very high. This implies that their work offers the greatest satisfaction in life and they are fairly compensated for the work they do. This is related to the study of Herzberg (1964), according to him in order for an employee to be happy with jobs, motivating variables such as wages and benefits, appreciation and accomplishment need to be met.

On the other hand, employees may be dissatisfied because of poor working conditions, business policy and structure, workplace protection, peer contact, and management quality.

**Three Model of Commitment Theory.** The descriptive level of organizational commitment in Caraga Region is very high. This implies that they would accept any type of job assignment in order to keep working for the organization, and they are willing to put in a great deal of extra effort to help their organization be successful. This conforms to the study of Meyer and Allen (1991), according to them commitment involves an emotional attachment to a company. This means that the relationship of the employee with the organization and they are likely to stay when they have a high degree of affective management. Second, employees will stay with an organization because they feel that they must stay. Lastly, the degree the employees feel obligated to the organization or believe that staying is the right thing do.

#### **4.9 Implications to Practice**

This study is very significant to the hospital administrators and hospital employees. This will be the basis for concentrating on programs that are connected to factors leading to motivation and job satisfaction, including strong career development, sufficient pay, and adequate working and living conditions. With good human resources processes in place within a health system to keep health workers happy, it will help ensure that the correct motivating factors are in place at adequate levels.

This study shows that the highest correlation strength is leadership. It implies that leaders in the organization must also reflect on the welfare of their organization's employees and, for example, they need to add excitement and enthusiasm to their own jobs if they want employees to follow suit. Leaders need to create and constantly drive an atmosphere where individuals can do their best and receive feedback on a daily basis to achieve greater commitment within the team.

#### **4.10 Implications to Research**

This study contributes to the body of knowledge of researches. It gave formal study on the organizational citizenship behavior not only for hospital employees but in any industry, which serves as a benchmark for future researchers to go deeper into the factors that are essential for organizational citizenship behavior. Leadership, Job Motivation, Organizational Climate, Job Satisfaction, and Organizational Commitment stood out the most influential factors for Organizational Citizenship Behavior. Findings herein imply that these factors were fundamental indicators for Organizational Citizenship Behavior.

Although the study reveals that the independent variables have greatly influence the organizational citizenship behavior in Caraga region, it is still recommended to explore more on different factors that can possibly affect the level of organizational citizenship behavior in the future research. It is also suggested that future research explore other moderating variables and independent variables that influence the organizational citizenship behavior in the national perspective.

On the other hand, job satisfaction has the lowest significant correlation. This implies that the hospital employees in Caraga region did feel the level of responsibility they receive is not acceptable; the work offered to them did not contribute to the greatest satisfaction in their life and they are not fairly compensated for the work they did. This result gives the future researchers the avenue to explore more on the study related to job satisfaction not only for the hospital employees but also for different private organizations like Production Company, Food Company, tourism industries, banks and malls.

## V. CONCLUSIONS AND RECOMMENDATIONS

The primary objective of this study is to measure the contribution of Leadership, Job Motivation, Organizational Climate, Job Satisfaction and Organizational Commitment on the Organizational Citizenship Behaviour among hospital employees in Caraga Region. Also, to develop strategies that can be used by Human Resource Practitioners and Hospitals Administrators to better improve their services. The study also gives inputs to everyone about the organizational citizenship behavior not only for the hospitals in Caraga Region.

### Conclusions

One of the challenges of hospital today is to retain performing amidst this pandemic. Based on the results and interpretation of the study, the following conclusions have been generated:

- 1.) The level of Organizational Citizenship Behavior of Hospital Employees in Caraga Region is described as which manifested in the employees readiness is very high to lend a helping hand to those around them. They give their time to help co-employees with work- related problems and always reading the announcements from the company memos and so on. They follow the rules of the organization even though no one is watching and no evidence can be tracked. They always were trying to avoid creating problems for co-workers. They are not concentrating on what is wrong rather than the good side of the situation, and not spending a lot of time worrying about minor issues. They are taking steps in trying to prevent problems with other workers assisting other people with heavy workloads. They are mindful on how the conduct affects the jobs of other people in the organization. They do not find fault in what is done in their company and they actively attend meetings in their organization, are punctual, and immediately get to work.
- 2.) In terms of, Leadership, Organizational Commitment, Job Motivation, Organizational Climate, a new model is generated: **Organizational Citizenship Behavior = 1.982 + 0.140 Leadership + 0.185 Organizational Commitment + 0.121 Job Motivation + 0.114 Organizational Climate +  $\epsilon$** . It shows that only Leadership, Organizational Commitment, Job Motivation and Organizational Climate explain the organizational citizenship behavior in Caraga Region. In order to have a high level of organizational citizenship behavior employees must have a very good leader, committed with his/her work, motivated to their job and good climate in an organization.
- 3.) There is no significant difference on the factors affecting the organizational citizenship when respondents are grouped according to age and number of years in service. However, there is a significant difference in terms of sex.
- 4.) There is a hierarchical moderating effect of age, sex and number of years in service on the factors (leadership, job motivation, organizational climate, job satisfaction and organizational commitment) towards the organizational citizenship behavior among hospital employees in Caraga Region.
- 5.) Majority of hospital respondents or 28.70 % of the total population are from Surigao del Norte Province. Majority of hospital respondents or 25.7 % of the total population are between 26-30 years old. 64.2 % of the total population are female hospital employees. And, 42.3 % of the hospital respondents have been in service for 2-5 years.

### Recommendations

This study provides information about the factors affecting the organizational citizenship among hospital employees in Caraga Region. Thus, this research recommends the following:

- **Hospital Administrators, Middle Management and Department Heads** – This study recommends that the hospital administrators by designing techniques that increase engagement and the rate of emotional involvement which can contribute a greater impact on citizenship conduct and ultimately enhance the quality and effectiveness of the organization's activities.

Also, as hospital administrators are considered one of the leaders in the organization, it is important for them to possess good leadership qualities that could motivate the employees in their hospital to work beyond their office hours, give time to help co-employees with work- related problems, readiness to lend a helping hand to those around employees, assist other people with heavy workloads, actively attend meetings in their organization, make constructive suggestions that enhance the performance of the organization, take steps to try to prevent problems with other workers, always arrive early and immediately get to work, follow the rules of the organization even though no one is watching and no evidence can be tracked, not taking any additional breaks, and always try to avoid creating problems for co-workers.

Hospital administrators must also reflect on the welfare of their organization's employees, for example, by adding excitement and enthusiasm to their own jobs if they want employees to follow it. Leaders need to create and constantly drive an atmosphere where individuals can do their best and receive feedback on a daily basis to achieve greater commitment within the team. This recommendation is related to leadership, organizational climate and organizational commitment variables.

**HR Managers** - HR managers are responsible for both clinical and non- clinical personnel who provide patients with direct services. This study recommends to HR managers to increase understanding and value of individuals, relationships, and the need to tolerate individual differences, to promote support and collaboration between

workgroups.

HR managers must also concentrate on programs that are connected to factors leading to motivation and job satisfaction, including strong career development, sufficient pay, and adequate working and living conditions. Good human resources processes which are in place within a health system, keep health workers happy and ensure that the correct motivating factors are in place at adequate levels.

The program and activities that are related to Organizational Citizenship Behavior are the following: Volunteer Management and Engagement, Reward and Recognitions to the employees, Organizational Planning, and Training and Development for employees.

This recommendation is related to job motivation and job satisfaction.

- **Hospital Employees** - This research recommends hospital employees to sense more control over their activities and feel better about extending help with others in the organization. Both of these components could lead people to meaningful work experience. This study also recommends to the hospital employees to find real enjoyment in their work so that they are motivated and satisfied on their current job and give time to help co-employees with work- related problems, readiness to lend a helping hand to those around employees and assist other people with heavyworkloads.
- **Academe** - This recommends to the academe the utilization of this research to serve as the basis and reference for those researches who would want to pursue Organizational Citizenship Behavior as research topic in the future. Also, this study recommends to the academe to research and explore more on the topic organizational citizenship behavior using the other statistical tools, considering also the scope of limitation and respondents of the study.
- **Future researchers**- This study recommends to the next researchers to investigate this subject and theorize other variables that help people in assessing the organizational citizenship behavior in their company. In addition, it is recommended to try using other moderating variables and exploring more independent variables that influence the organizational citizenship behavior not only in the regional level but also in the national perspective. It also recommends to the future researchers to consider variables like, human resource policies, job involvement, organizational effectiveness and organizational efficiency. Lastly, future researchers can apply this study in different private organizations like Production Company, Food Company, tourism industries, banks and malls.

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